

2013 Annual Report

Poudre Fire Authority



Courage,
Leadership,
Duty

Serving the Following
Northern Colorado
Communities

- Fort Collins
- LaPorte
- Timnath
- Bellvue



Cover Photos: Top – Buffalo Run Apartment Fire, May 21, 2013; Bottom – Galena Fire, March 15, 2013, West of Horsetooth Reservoir.

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Galena Fire, March, 2013

PFA Values, Mission and Vision

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.

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.



March 29, 2013 - Kingston Circle House Fire



September, 2013, Larimer Flood – PFA crew deployed for six days to Estes Park Fire Department to support and relieve Estes Park firefighters.

Introduction by Chief DeMint

Board Members, Residents, and Employees:

I am pleased to present the 2013 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. 2013 presented challenges as the PFA encountered another major wildfire (Galena) as well as the record breaking floods in September. Through Courage, Leadership and Duty our personnel persevered and continuously delivered prompt, skillful and caring service to our citizens as well as those in surrounding communities.



The 2013 report represents the last report on the PFA's 2004 Strategic Plan goals. The 2014 Annual Report will be significantly renewed to reflect goals established in the 2014 Strategic Plan and the fundamental organizational changes that will occur as implementation of the Accreditation process at PFA continues. The future of PFA continues to be filled with challenges and change, and I continue to be excited about what the future holds for the PFA. This report reflects PFA's Values, Mission, and Vision statements developed in 2012. These new guiding principles were developed through PFA's *Forging a Courageous Organization* initiative. Line and staff employees worked together to develop these Values, Mission, and Vision statements which will now shape the 2014 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 Authority'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 in 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 PFA's successes as well as areas in need of improvement. The accreditation journey creates opportunities for self-evaluation and improvement that far outweigh any award or certificate.

As you review the Annual Report, you will see several key highlights from 2013:

- **The Galena wildfire:** Although much smaller than the fires of 2012, the Galena Fire burned over 1,300 acres in a single afternoon across Lory State Park and surrounding areas. The fire threatened homes causing many of those evacuated for the High Park Fire, the summer before, to evacuate again. The fire demonstrated that the wildfire season along the Front Range is a year-long problem.
- **The September floods:** September 2013 saw our region suffer another natural disaster; however damage in the PFA's jurisdiction was less than that experienced by surrounding communities. As PFA worked to staff the Emergency Operations Center, they also responded to surrounding communities to aid in the search and rescue operations. PFA even sent firefighters to staff the Estes Park Fire Department as their firefighters recovered from damage to their own homes.
- **Forging a Courageous Organization:** This program, originally facilitated by the former chairman of Character Development at the United States Military Academy, continued to be made available to every employee in the Authority. PFA continues work to sustain an experiential training program to develop a sustainable courageous organization and create an ongoing education program for all employees of PFA. This aligns the Authority with its Vision "to be a respected values-driven leader in the community and the fire service."
- **Keep Fort Collins Great (KFCG) and PVFPD funding continuation:** PFA continued to implement the City tax measure and the initiative approved by the Poudre Valley Fire Protection District (PVFPD) voters. In 2012, PFA added two dedicated four-person companies at Stations 7 and 12. Staff has collected anecdotal evidence of improved response reliability, effectiveness and efficiency, and as more empirical data is available, the efficiency and efficacy of this staffing and deployment model will be presented. 2013 was the first full year in which PFA had a dedicated Incident 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. Those critical measures, along with KFCG and District tax initiative implementations in 2011, continue to be monitored to ensure that PFA deploys its resources to the best advantage of protecting the community through these voter approved measures. Additionally, in 2013, PFA added a Support Division to align the span of supervision and control in a more manageable system.



- **Key performance outcome measures:** PFA continues to focus its performance measurement efforts on key outcome measures 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 85% 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 and growing economy, Keep Fort Collins Great revenue, a new Revenue Allocation Formula 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 and Standard of Cover that is aligned with PFA’s 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



August 1, 2013 – PFA firefighters assist Division of Wildlife and Fort Collins Police Department in the removal of a mountain lion in a Fort Collins residential neighborhood.



June 13, 2013 – PFA firefighters assist in rescuing Poncho from a ditch in Wellington, Colorado

Executive Summary

2013 Goals and Status as of December 31, 2013

Action plans were developed for the 2013 goals and were reported to the PFA Board on a quarterly basis.

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.

Status: *Process began in 2012 with development of PFA's new Values, Mission, and Vision statements. Environmental Scans (SWOT Analysis) began in May, and were completed in July. Development of goals and objectives will continue through the winter and be completed in first quarter, 2014.*

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 Values, Mission and Vision.

Status: *Firefighters are evaluated for firefighting skills through company performance tasks, EMS skill competencies, and after action reviews. Staff is working toward a comprehensive method for capturing those evaluations. Staff is working to complete the evaluation process with the citizenship and soft skills portion of the process. This will align with the Forging a Courageous Organization process. Leadership Development Plans were implemented for Senior Leadership Team members in 2013. In February, a staff team for development of a performance evaluation process will be created and members selected for participation. The target completion date for the entire department is 12/31/2014.*

Accreditation

Implement a process to achieve Commission on Fire Accreditation International (CFAI) 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.

Status: Process development and departmental information sharing has been completed. Category managers have completed the gap analysis and are currently writing performance indicators for the self-assessment process with scheduled completion in July 2014. Key staff members participated in detailed accreditation training with CFAI in October, 2013 and a performance measurement class in February 2014. Monthly work sessions with Category Managers are being conducted and PFA has moved to “Applicant Status” and anticipates completing the Accreditation process in time for a site visit in first quarter 2015.

Station 8

Establish the design and coordinate the construction of the project (Dohn Construction is the 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.

Status: There is no clear indication when infrastructure and site improvements will begin, however work is starting on the installation of the sewer line, which hopefully will impact the final development of the Riverbend project. Staff is working with Belford Watkins Group Architects to finalize the design with some minor changes based on best practice review of the Station 4 and Station 1 projects as well as the needs of the ambulance service. Once finalized, a work order will be issued to Dohn Construction to provide a preliminary budget estimate to be used for planning purposes. Status unchanged as of January 2014. Staff is still waiting on infrastructure improvements.

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.

Status: Larimer County and the Town of Timnath have completed their respective adoptions of the International Codes and the City of Fort Collins has scheduled the first and second readings of their codes for the month of January. These code adoptions included the International Residential Code (IRC) and International Building Code (IBC), which have a direct impact on Poudre Fire Authority operations. Of particular interest during this code adoption cycle were provisions in the IRC that called for the installation of fire sprinklers in all one and two family dwellings including townhomes. That provision was eliminated within the Town of Timnath



and unincorporated Larimer County as part of their local amendments. The City of Fort Collins has modified this section of the code to eliminate single family detached homes, but maintain the provisions for attached townhomes and duplexes. Additionally the IRC as published required that floors with lightweight construction including wooden I-Beams be provided with either underfloor fire sprinklers or some type of protective covering such as drywall. This provision is directly related to firefighter safety and is intended to provide additional time for firefighters to conduct interior operations before failure of the floor system and the resulting collapse. The City of Fort Collins is maintaining this provision in the IRC as adopted, however the Town of Timnath, Weld County, and Larimer County eliminated that provision.

PFA has completed the community review of the International Fire Code and will be bringing forward the 2012 International Fire Code with amendments to the Poudre Fire Authority Board of Directors at the January 28, 2014 meeting. The Board of Directors will be asked to pass a resolution recommending that the Town of Timnath, City of Fort Collins and the Poudre Valley Fire Protection District adopt the 2012 International Fire Code with amendments. In 2014 each of these bodies will then be asked to adopt the code and amendments specific to their jurisdiction. The final step in the process will be requesting ratification of the code by the Larimer County Board of Commissioners and Weld County Board of Commissioners for the unincorporated portions of the Poudre Fire Authority jurisdiction. It is anticipated that all adoptions of the International Fire Code will be substantially complete by May 1, 2014.

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.

Status: *The reorganization has allowed Chief Gress, now the Support Chief, to be tasked with several specific programs including the development of an EMS agreement, oversight and development of capital projects, development and oversight of the Authority's sustainability program, the hiring and promotion process and a review of the volunteer program.*

Employee Development

Continuation of the *Forging a Courageous Organization* (FCO) program initiated in 2012. The focus for 2013 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.

Status: *Chief Vander Velde and Board Vice Chair Pusey attended Gus*

Lee's six day leadership training in September. This will allow staff to bring Chief Vander Velde into the instructors and curriculum development pool as staff moves forward with this challenging program. Vice Chair Pusey was able to gain a perspective of what PFA's leadership experienced during the training with Gus last year. The third round of FCO classes will be delivered in January 2014, and the fourth round of classes will be delivered in the second quarter of 2014.

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.

Status: *The new, consolidated PFA website went "live" in December, 2013. Staff members will continue to add relevant content to each page and test interactive components such as the online fee calculator for development review.*

Electronic Data Management

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

Status: *Project temporarily tabled due to other higher priority projects and programs. Staff is seeking outside assistance in records retention planning.*

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.

Status: *A new electronic filing system was developed and implemented this year. This allows for tracking of each data field, which in the past was accomplished individually, by hand. On the old form, the individual had to determine via check boxes cause and contributing factors. Beginning in 2013, the shift Incident Safety Officer (ISO) personally visits an individual after an injury to see if proper care was given, to review cause and contributing factors, to help educate the employee on injury prevention, and to address any concerns. Actions PFA can take to keep a similar accident from occurring again are addressed by the ISO, with follow-up from the Health and Safety Chief. Starting late 2013 the shift ISO will also review the After Incident Reports (AIR) that individuals complete following a vehicle accident or other type of property loss. The AIR are a self-*



evaluation of the incident and the ISO will assist in making sure the report is complete and help determine what actions PFA should take to keep a similar incident from happening again.



August 15, 2013 – I-25 accident involving a semi full of ice cream

2013 Major Fires

- January 13– 2500 East Harmony Road – Units responded to this structure fire in sub-zero temperatures and on arrival were faced with a double wide manufactured home with significant fire showing. The fire was quickly contained; however, the home was a total loss. The origin of the fire was determined to be in the bathroom, however the cause was undetermined. Fire loss to the structure and contents was \$95,000.
- January 16 – 155 Boardwalk Drive – A contractor replacing electrical meters at this large commercial building suffered flash burn injuries when the meter he was installing caused an arc. Arcing continued and eventually involved the entire service entrance for the structure. Damage was estimated at \$160,000.
- March 15 – Galena Fire, Lory State Park - At approximately 11:30 a.m. a call was dispatched for a grass fire near Lory State Park. The grass fire was actually a fast moving fire that threatened structures. By the time the fire was over, it had burned approximately 1,400 acres, required a type 3 incident management team, lasted 5 days, and incurred an estimated fire loss of \$30,000.
- March 29 – 3506 Kingston Court – A heat lamp used to keep chickens warm fell onto combustible materials causing extensive damage to the living room of this home. Two dogs and the three chickens escaped injury through an open door leading to the backyard. The remainder of the home suffered heavy smoke damage except for two bedrooms where the doors were found closed. There was no damage whatsoever to these rooms. Damage to the home was \$130,000.
- May 1 – 3100 Regatta Lane – While burning a fire in the fireplace, the homeowners noticed the wall above the mantel was very hot. They discovered a fire behind the wall and after attempting to extinguish the fire with a portable fire extinguisher, called 911. The fire was confined to the attic above two adjacent units by suppression crews. The damage to property and contents was \$185,000.
- May 21 – 1245 East Lincoln Avenue – An early morning fire at this large multi-family residential complex started on an exterior balcony on the second floor where smoking materials were improperly discarded in the trash. The automatic fire sprinkler system prevented the fire from entering occupied spaces. The vinyl-clad exterior walls contributed to the fire's rapid spread into the attic. This fire cause approximately \$550,000 in damage to property and contents.



- July 7 – 820 Merganser Drive – PFA units were dispatched to a late evening fire at the Bull Run apartment complex. On arrival, crews found heavy fire on an exterior wall and extending to the roof of the structure. The fire also extended into disposal of smoking materials. Total fire loss was estimated at \$400,000.
- September 12 – 5429 Kremmers Lane – This fire occurred during the 2013 Larimer Flood event. Access to the property proved difficult due to a narrow driveway and slippery surfaces. The second due engine slid off the roadway effectively blocking crews from reaching the structure until an alternative route was located. The fire involved the garage and addition of a single family residence and was caused by an overloaded electrical service entrance. Damage was estimated at \$100,000.
- November 3 – 924 Pioneer Avenue – A late-afternoon fire started in a couch located in the enclosed porch at the rear of the structure. A sliding glass patio door failed and allowed the fire to extend into the home causing significant damage. The cause was determined to be improperly discarded smoking materials. The fire caused \$120,000 in damages.
- November 23 – 3213 2nd Street – The occupants of this home awoke to the smell of smoke. Upon arrival, suppression crews located the fire burning in the void spaces of the walls and attic around an old stone chimney. Access to the void spaces proved difficult. The cause of the fire was determined to be hot gasses escaping from cracks in the mortar. Damage to the home was approximately \$125,000.
- December 16 – 2955 West County Road 60E – High winds blew wood ashes from a wheel barrow into a nearby building used for equipment storage and an office. While fighting the fire, crews encountered sustained winds in excess of 40 mph with gusts reaching much higher. Flying debris including large metal panels posed a significant danger to the crews. The building and equipment were a total loss and sustained over \$180,000 in damage.
- December 26 – 1438 Riverside Avenue –Suppression crews arrived on the scene of an early morning fire to heavy fire showing at the rear of the structure. Interior operations were hampered by dense smoke and many obstacles. The fire was fought defensively with master streams from the exterior of the structure. This commercial business fire caused nearly \$1,200,000 in damage.

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 2013 these funds supported the South Battalion, two four-person companies, an incident safety officer program, the reinstatement of two previously eliminated firefighter positions, a fourth division chief, a generator installation at the Office of Emergency Management, a Fire 20/20 training opportunity, and minor accreditation costs.

Reorganization

With the hiring of a new fire chief in 2011, reorganization began in 2012 by creating a Community Safety and Service Division. In 2013 a new division chief was hired, and the Support Division including EMS, Equipment Maintenance, Facilities Maintenance, Occupational Health/Safety, Recruitment/Hiring/Captain and BC Development, SCBA Maintenance, Systems/Information management, Warehouse, and Training was created.

To directly address the issues of accountability that were 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 became the starting point for the next strategic plan. Senior Leadership presented the first three classes on Forging a Courageous Organization, which will be continued into the future.

2014 Goals (In alphabetical order)

Accreditation – Continued from 2013

Implement a process to achieve Commission on Fire Accreditation International (CFAI) accreditation for the Poudre Fire Authority. 2013 achievements include process development, self-assessment and technical tool development. This work has allowed PFA to move to “Applicant” status as of February, 2014.

Comprehensive Annual Financial Report – New 2014

Develop a Comprehensive Annual Financial Report (CAFR) rather than a financial report as has been audited in the past, and apply for the Government



Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. The certificate of achievement from GFOA will assist PFA with compliance in Criterion 4b, Financial Practices, in the accreditation self-assessment.

Electronic Data Management – Continued from 2013

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

Employee Development – Continued from 2013

Continuation of the *Forging a Courageous Organization* (FCO) program initiated in 2012. The focus for 2013 was courageous communications and was taught to all employees of the PFA. Classes were taught by staff members, captains, and firefighters involved in the FCO process.

Emergency Medical Services Agreement – New 2014

PFA staff is working with the City Attorney's Office to develop an agreement for ambulance services within PFA's jurisdiction. The goal of the agreement will be to ensure continued, high quality ambulance services both within the PFA boundaries and in neighboring communities through a contractual agreement.

Fire Code Adoption/International Residential Code – Continued from 2013

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 and Weld County Commissioners.

Hiring Process – New 2014

The electronically administered written test closed on December 31, 2013. Over 800 applications were received. PFA plans to establish a new firefighter eligibility list by summer, 2014.

Intergovernmental Agreement/Revenue Allocation Formula – New 2014

PFA staff is working with the PFA Board of Directors, Poudre Valley Fire Protection District Board of Directors, City staff, and City Council to review the 1987 PFA Intergovernmental Agreement to consider any updates or consolidations to remove obsolete language, review organizational procedures, review the revenue allocation formula (RAF), review the provision of support

services by the City, and consolidate the three previous amendments into a new IGA.

Improve Safety Programs – Continued from 2013

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

Performance Evaluations – Continued from 2013

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 Values, Mission and Vision.

Public Educator – New 2014

Implement a professional educator position to bring the latest educational theory to PFA programs and greatly enhance the public educational efforts. This position would be responsible for creating and developing innovative outreach initiatives and materials; analyzing and interpreting statistical data; implementing processes that will increase community preparedness and participation; and coordinate and participate in community engagement activities.

Station 8 – Continued from 2013

Establish a new design and construction for the project (Dohn Construction is the 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.

Strategic Plan – Continued from 2013

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.

Wildland Coordinator – New 2014

Implement a wildland coordinator position to focus on community mitigation in the wildland arena; including community education, prevention, and command and control of wildland fire situations.

Key Performance Outcomes



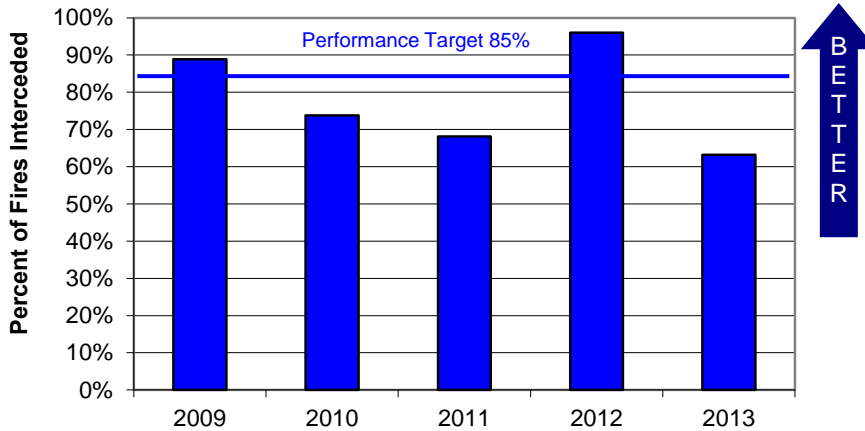
December, 2013 - Firefighters Houck and Guzman, along with K9's Pierce and Patella (in picture above), completed two 14-day deployments to the Philippines to assist after Typhoon Yolanda.

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 outcome related metrics to demonstrate how PFA meets its mission.

Limiting Fire Loss

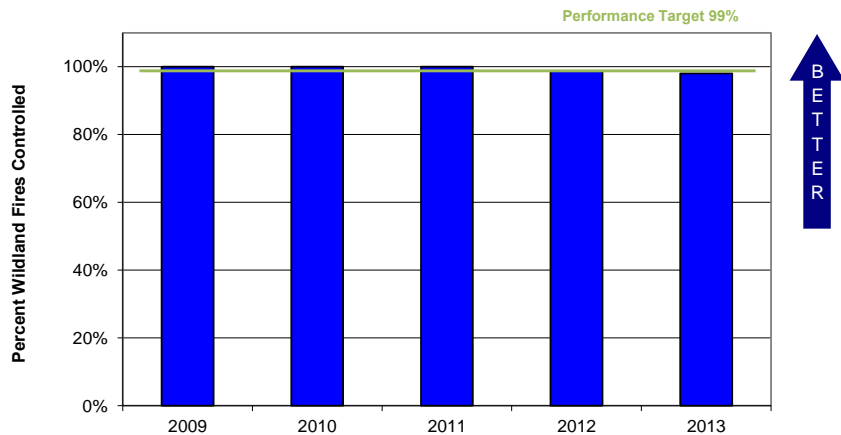
The containment of fire to the room of origin demonstrates both PFA's ability to keep response times to a minimum and also skillfully manage fire incidents to a level where damage and loss are minimized.

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. The 2013 Galena Fire in Lory State Park was not controlled within the first 12-hours; it burned for 5 days.

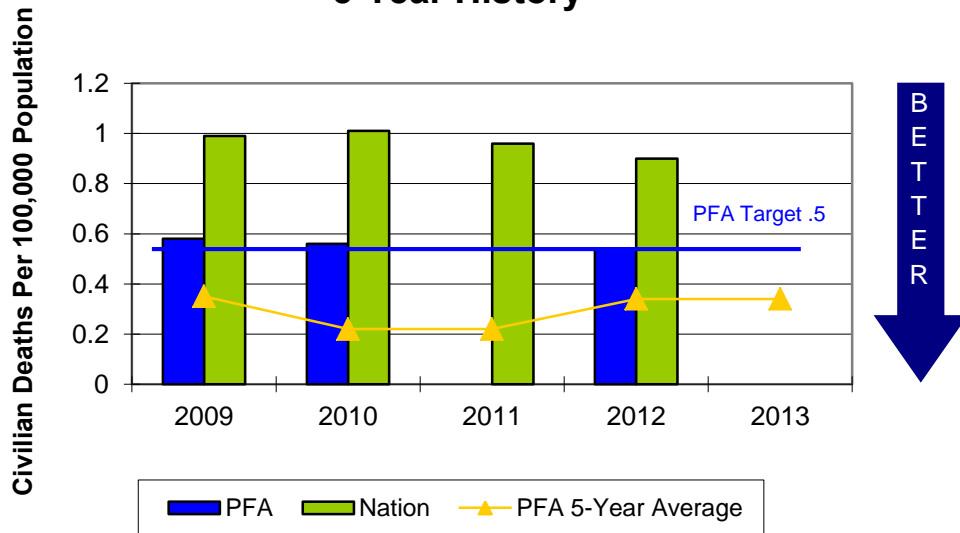
PFA Wildland Fires Controlled Within First 12-hour Operational Period 5-Year History



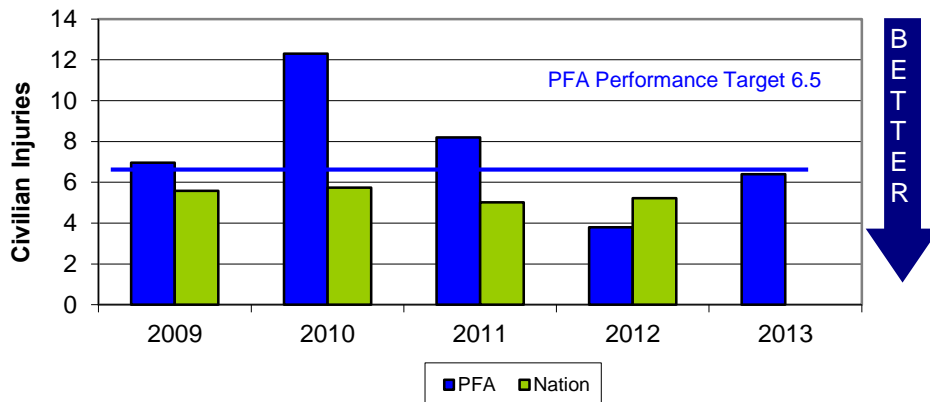
Limiting Civilian Death and Injury

Limiting civilian fire deaths and injuries focuses on the key outcome of minimizing deaths and injuries to civilians due to fire.

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



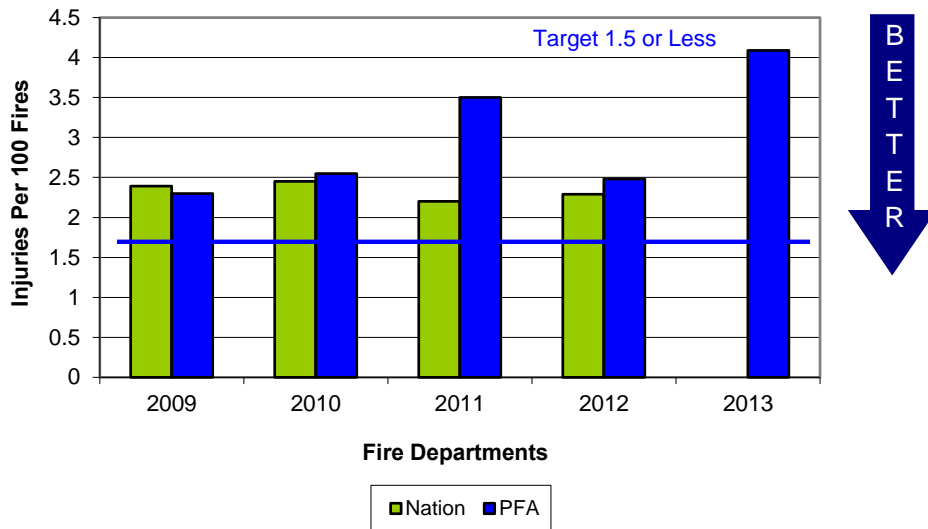
PFA & National Civilian Fire Injuries Per 100,000 Population 5-Year History



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 not had an on-duty firefighter death (see page 72).

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.

Type of Service	Quality of Service Rating Very Good/Good					2012 National Comparison	2013 National Comparison
	2003	2008	2010	2012*	2013		
Overall Fire Services	90%	94%	96%	85%	89%	Similar	Similar
Fire Response Time	--	--	--	84%	89%	Much Above	Above
Fire Prevention/ Education	--	--	--	72%	74%	Much Above	Much Above

* Overall, ratings for the majority of safety services stayed strong from 2010 to 2013. However, lower evaluations were given to the quality of fire services overall (96% “very good” or “good” in 2010 versus 85% in 2012, and 89% in 2013). 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.



December 28, 2013 - City Park Lake – Shore-based support and accessing the victim training.



Trick or Treat for Tots – October 31, 2013

2013 Program Reports

FIRE SUPPRESSION

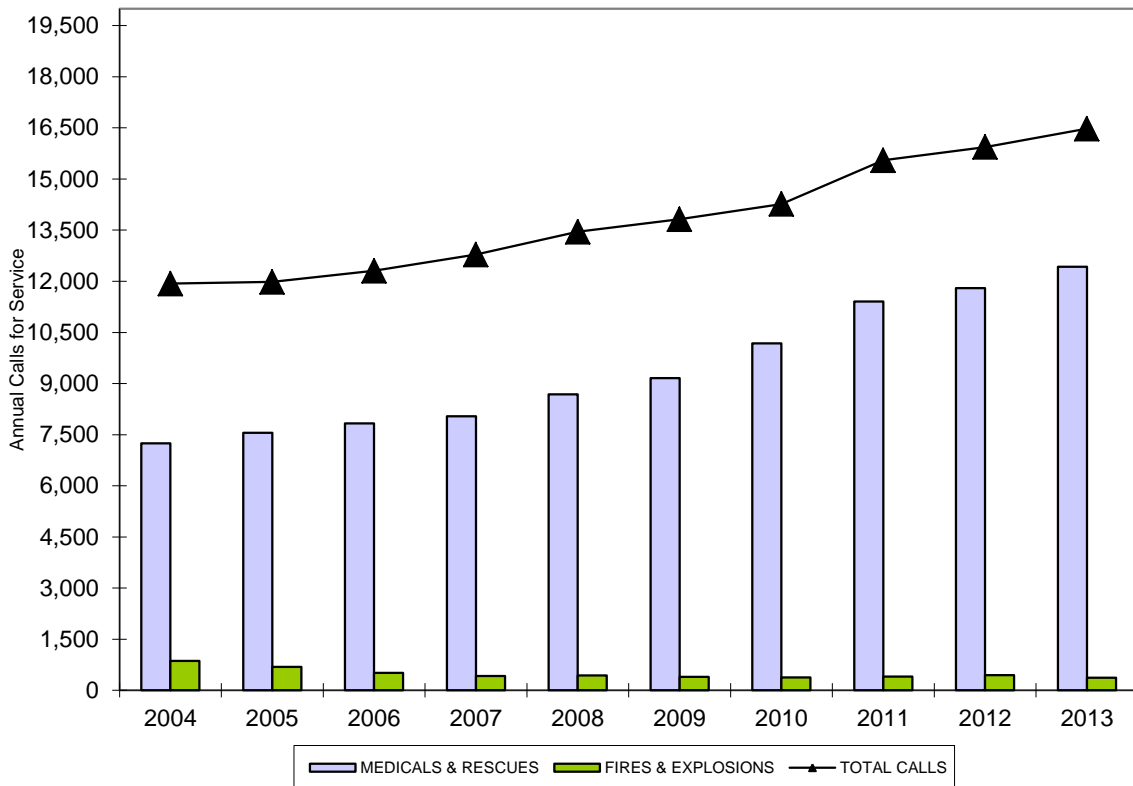
Division Chief Rick Vander Velde

In 2013, the Poudre Fire Authority experienced a 3.38% increase in total calls. This represents a request for service on the average of one call every 31.3 minutes or 45 calls per day.

Attached is graphic information on calls responded to by PFA in 2013 and comparison statistics for previous years.

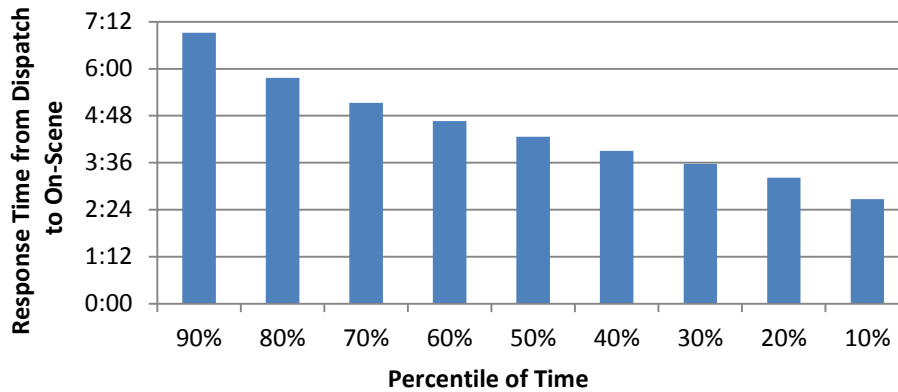
Workload Measure

TEN YEAR CALL TREND



In 2013, 82.53% of total calls were inside the City limits and 16.13% were in the Poudre Valley Fire Protection District.

2013 Emergency Percentile Response Times for First-Due Unit

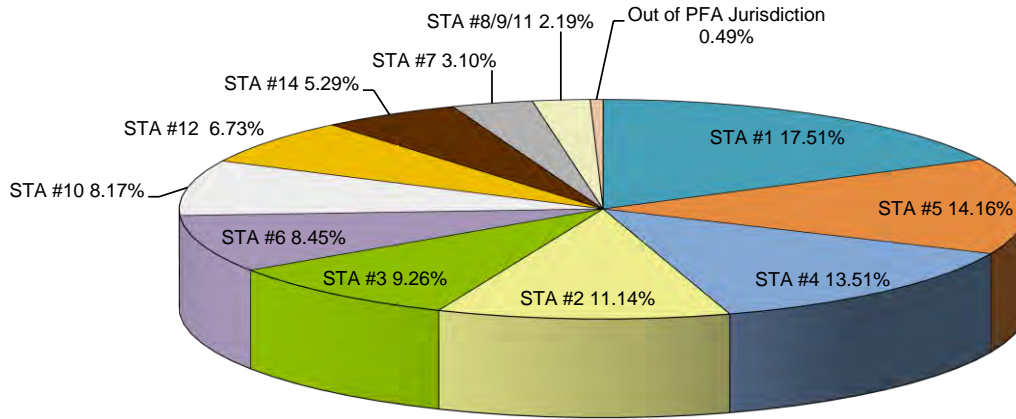


Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly with adequate equipment. The current performance standard specifies five minutes from the time 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.

PERCENT OF TOTAL CALLS BY STATION

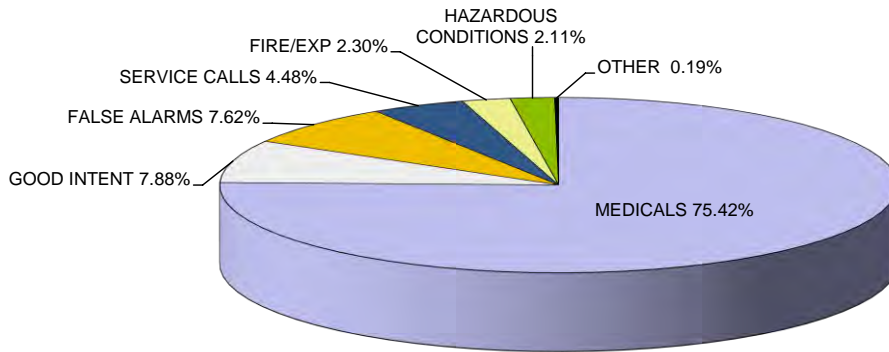


Station 1 continues to be PFA’s busiest station, with 17.51% of all calls occurring in its area.

Station 1*	2,885
Station 5*	2,333
Station 4	2,226
Station 2	1,835
Station 3	1,526
Station 6	1,392
Station 10	1,346
Station 12	1,109
Station 14	872
Station 7	510
Volunteer Stations 8, 9, 11	360
Out of PFA Jurisdiction	<u>81</u>
Total	16,475

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

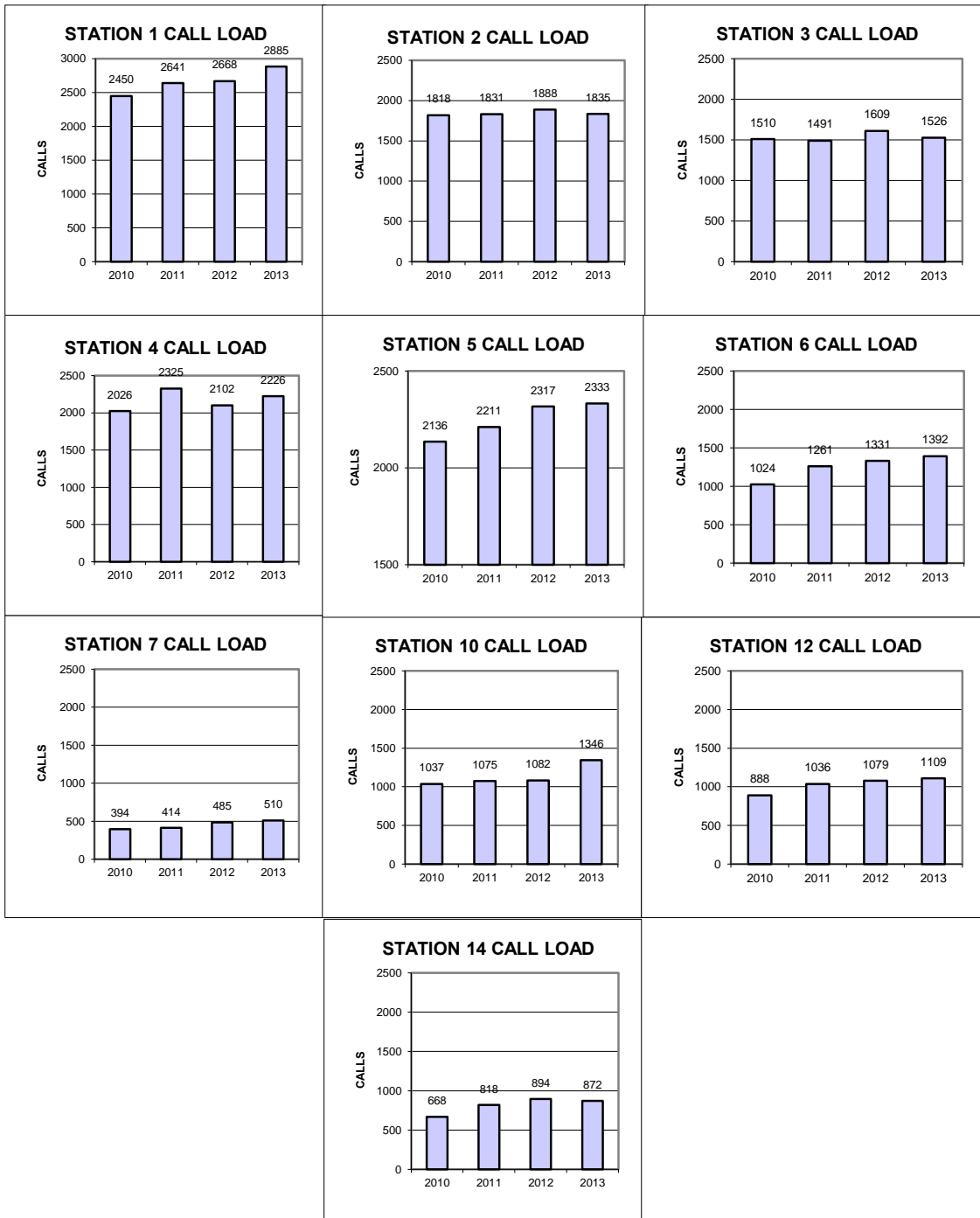
PERCENT OF CALLS BY TYPE OF CALL



Medicals –	12,426
Good Intent Calls –	1,298
False Alarms –	1,256
Service Calls –	738
Fires/Explosions –	379
Hazardous Conditions –	347
Other Requests for Service –	<u>31</u>
TOTAL:	16,475

CALL LOAD BY STATION

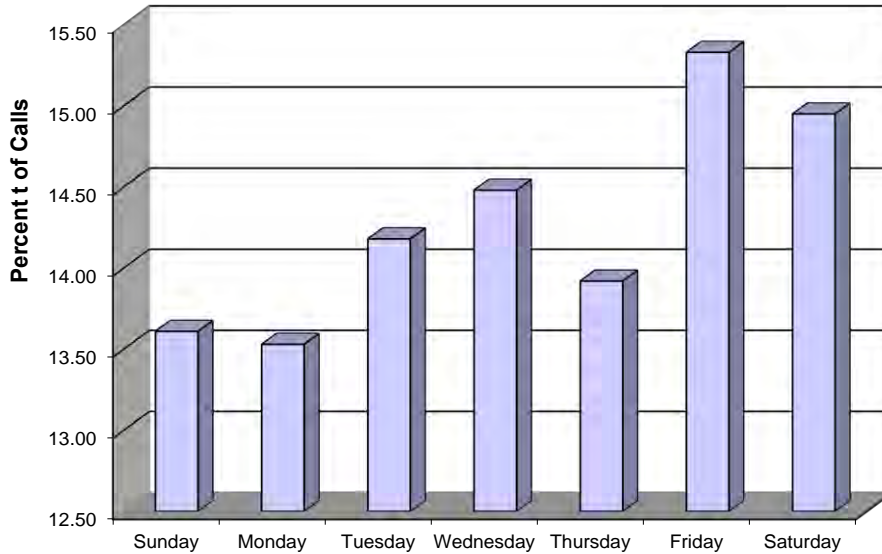
Workload Measure



Stations 2, 3 and 14 experienced a call load decrease in 2013, while all other stations had a call load increase. Stations 1 and 5 are two-company stations, and therefore have a higher call volume than one-company stations.

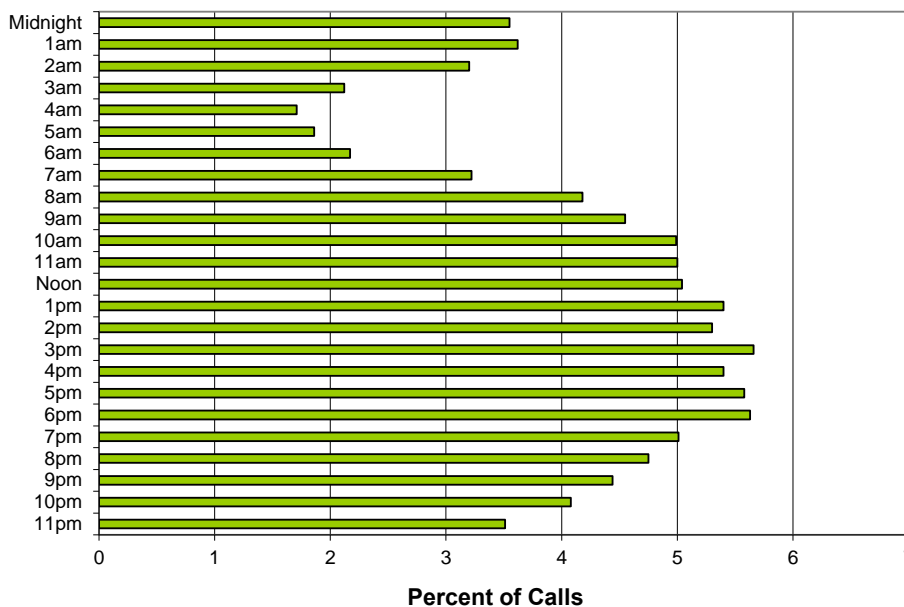
Workload Measure

PERCENT OF CALLS PER DAY

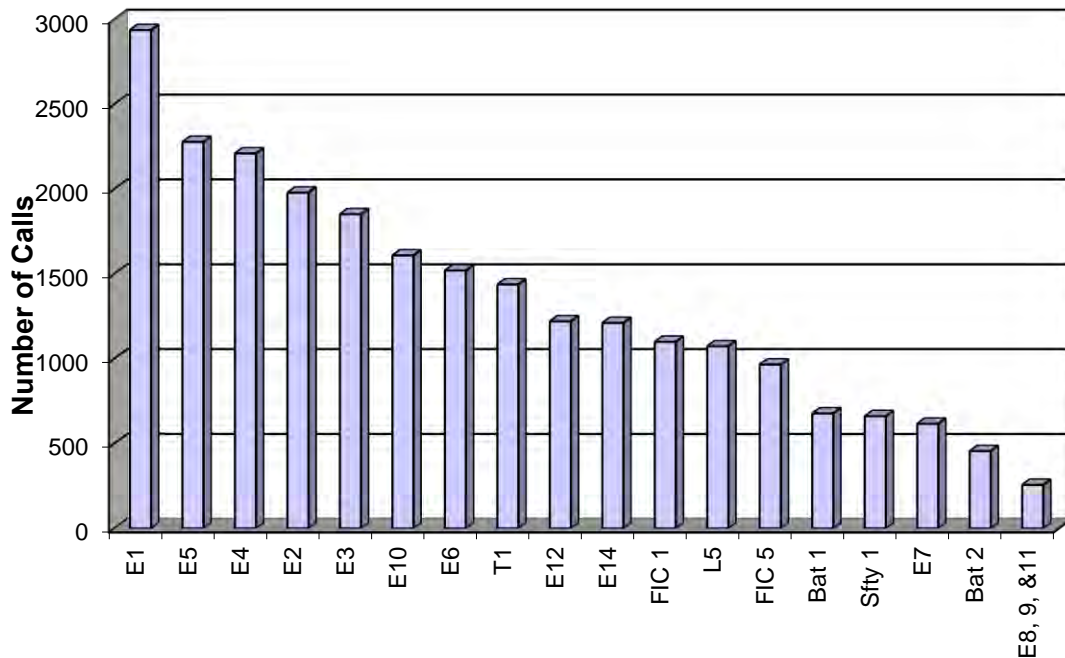


Historically, Friday has been the busiest day of the week, as it was again in 2013. Even though early morning is PFA's slowest time, it is the period when most large-loss fires occur; during the past five years between the hours of midnight and 6:00 a.m., 23 fires have incurred losses of \$45,409,177. The United States Fire Administration reports that a peak in large-loss building fires occurs between the hours of 1 a.m. and 4 a.m.

PERCENT OF CALLS BY HOUR OF DAY



CALLS PER APPARATUS



This graph reflects the total calls to which each piece of apparatus (company) responded. Total calls on this chart are higher than actual total calls because multiple apparatus are sometimes dispatched to a single incident. The Incident Safety Officer was implemented July 9, 2012; therefore this chart reflects the first full year of service.

FACILITIES MAINTENANCE

Battalion Chief Gary Nuckols

The contract with PFA's architect firm, Belford-Watkins, was renewed, and a new contract was established with PFA's builder/contractor, Dohn Construction, in 2013. Architectural work and construction at new Station 8, in the Town of Timnath, was delayed due to lack of activity on the infrastructure on the lot south of Harmony Road, between County Road 5 and County Road 3.

In 2013 a much needed backup generator was installed for the Office of Emergency Management's Emergency Operations Center and the Training Facility. This project had been on the unfunded capital priorities list for many years, and was funded in 2013 with Keep Fort Collins Great funds. Chief Gavin had previously arranged to get this generator donated, which helped bring this project within a funded possibility. The project was completed in time and under budget.

Station 5 received a remodel of a large area which had been used as a cardio exercise room. Extra office space was created and both the classroom and exercise area were relocated to make the entire area more efficient.

Several other facility projects were completed in 2013:

- Substantial landscape overhaul at Stations 3, 10 and 12.
- Replacement of both furnaces at Station 3.
- New fence around the patio at Station 5 and on the north side of Station 7.
- New carpet and baseboard at Station 12.

PFA joined ClimateWise in 2013. This free and voluntary City of Fort Collins program is dedicated to helping local business and the environment. The goal of the ClimateWise program is to reduce greenhouse gas emissions by promoting waste reduction, energy savings, alternative transportation and water conservation. Through environmental assessments and creative solutions the ClimateWise team helped PFA staff tackle modern-day business challenges that impact PFA's bottom line and the quality of life in Fort Collins.

EQUIPMENT MAINTENANCE

Battalion Chief Gary Nuckols

In 2013, PFA's apparatus maintenance service experienced even more positive results than in 2012. With the sale of some older units and the addition of a few new ones, the average fleet age has dropped almost one full year to 10.95 compared to 11.88 in 2012. This is especially beneficial since miles driven in 2013 increased by 102,230.

Average miles per gallon (mpg), for diesel apparatus, increased significantly to 4.47 mpg compared to 3.48 mpg in 2012. This increase shows the benefit of the preventative maintenance repairs done in 2012, coupled with the fuel additive being used in the diesel tanks at Training and Station 6. Even with the increased miles driven, the total diesel consumed was up only 42,160 gallons compared to 41,641 in 2012. Overall cost for diesel was \$154,664 versus \$152,448 in 2012. Gasoline costs were \$17,772, up from \$17,493 in 2012. The average cost per mile for gasoline vehicles dropped to \$1.18 compared to \$1.86 in 2012.

Vehicle downtime dropped to 621 days in 2013; a reduction of 11 days compared to 2012. Once again, the pumpers passed the April testing, and after a lengthy repair to Ladder 5, all of the aerials became certified as well. October's emissions testing once again ferreted out an engine needing repair. E-12 had its charge air cooler replaced and all was well with the fleet again.

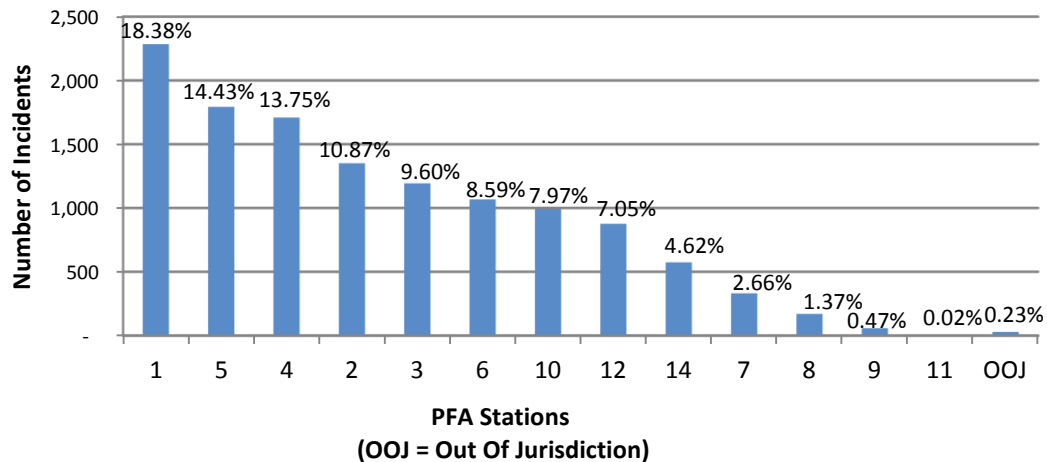
Overall maintenance costs rose to \$229,969, an increase from 2012's \$219,967 due to repairs that needed to be performed by outside sources. The maintenance shop strives to have repairs done under warranty, if at all possible,

and uses the best parts available while seeking the lowest prices. This provides a better level of safety and reliability, and ultimately decreases downtime.

EMERGENCY MEDICAL SERVICES (EMS)

EMS Coordinator Mary Makris

2013 EMS Incidents by Station



EMS Training and Certification

- 174 Colorado State Certified Basic Emergency Medical Technicians (EMT).
- 15 Colorado Emergency Medical Responders (EMR) based predominantly in Administration and Volunteer Stations.
- One EMR certification class provided to the 16 new volunteers.
- Five volunteers completed a full EMT Basic class (at Front Range Community College) during their own time (upgrading from EMR certification).
- 56 EMS responders successfully completed all requirements for state recertification.
- 202 PFA members recertified in Healthcare Provider CPR.
- Average of 22 direct EMS Training hours per employee.
- 43 hours of distance education and/or conferences were made available.
- 64 hours of direct company based training (upon request) delivered.
- The annual Spring EMS Conference presented in partnership with Poudre Valley Health System EMS through grant funding provided EMS Training to 104 people at the Lincoln Center, 64 people at PFA fire stations and 42 additional rural EMS Responders through video streaming.

EMS Response

The majority of types of calls to which PFA provided patient care in 2013 included:

Trauma:	Minor Trauma	1,622 calls
	Major Trauma (requires alert to hospital)	130 calls
	Trauma not designated in above categories:	476 calls
Medical:	Altered Level of Consciousness:	1,655
	Chest Pain	599
	Cardiac Problems without Chest Pain	132
	Respiratory Distress	615
	Active Stroke	96
	Cardiac Arrest	81
	Seizures:	446

PFA EMS Critical Interventions Included

CPR	86
AED Applications	30
Shocks	14
Regained pulses	4 (2 returned home)
Aspirin Administration	109
Albuterol (Critical Respiratory)	15
Advanced Airway (King Tube)	3
Assist with Active Labor Patient	5 (2 field delivered)

Infection Control Activities

Infection control cases (infections, skin injuries and communicable disease follow-ups) in both PFA and the Fire Academy have continued to decrease with timely reporting of possible issues improving. The infection control monitoring was updated in response to the updated NFPA 1581 and Centers for Disease Control recommendations. A new informational sheet was developed to assure consistency between the EMS Coordinator and the Incident Safety Officers (and for reference for the firefighters) when responding to a potentially infectious material case. Yearly Flu and Pertussis immunizations continue to be made available to all PFA personnel.

EMS Program Improvements

- A part-time EMS Assistant (Amy Maddox) was added to the EMS and Training Department to assure timely completion of records maintenance, equipment ordering and maintenance, assistance in EMS training/education and to increase the Quality Assurance efforts.
- All EMS medical and trauma kits were upgraded with input from internal customers and analysis of equipment use over the year.
- Three AED's were upgraded on the response vehicles (part of a five-year program).

- EMS Focus Committee Members are involved in the evaluation of EMS system templates as well as acting as a shift representative to improve EMS and address issues identified in the field.
- New CPR manikins were obtained for EMS training and to augment the school CPR program. They will also be utilized in the 2014 rollout of the AED Application (Pulse Point) for smart phones with “flash CPR” training.
- The use of PFA’s Rehabilitation Bus provided a location for medical monitoring and rehab services for PFA personnel during prolonged calls and in extreme environments.

The PFA EMS Coordinator represents PFA in the EMS Protocol Rewrite committee, MCI (Multiple Casualty Incident) committee, Medical Dispatching Review committee, as a Co-Instructor for Rehabilitation/Heat Stress training to state and local organizations, serves as an Adjunct Instructor for Texas Extension Engineering School in Disaster Management for Healthcare Organizations in nation-wide programs, and completed a national Paramedic Refresher.



TRAINING DIVISION

Battalion Chief Randy Callahan

The Training Division is responsible for providing quality training and education to PFA personnel. Specific programs include a basic skills training program; Driver Operator training and testing; an Acting Captains Academy; twice-yearly Recruit Fire Academy; annual major emphasis training; company performance evaluations; certification program; professional development; and volunteer training.

In 2013, the Training Division planned, organized, led, and evaluated training and education programs. In addition, the Training Division facilitated and hosted external training and education programs for other agencies.

Training Hours

A total of 47,366 training hours are recorded into PFA’s Record Management

System (RMS) for the year 2013. This report focuses on 42,878 notable training category hours. Figure 1 shows training hours from 2013 compared to the average annual hours of the previous four-years. Table 1 represents percent change by training category. Figure 2 represents the amount of training recorded in RMS for 2013 by percentage.

Training Hours by Category

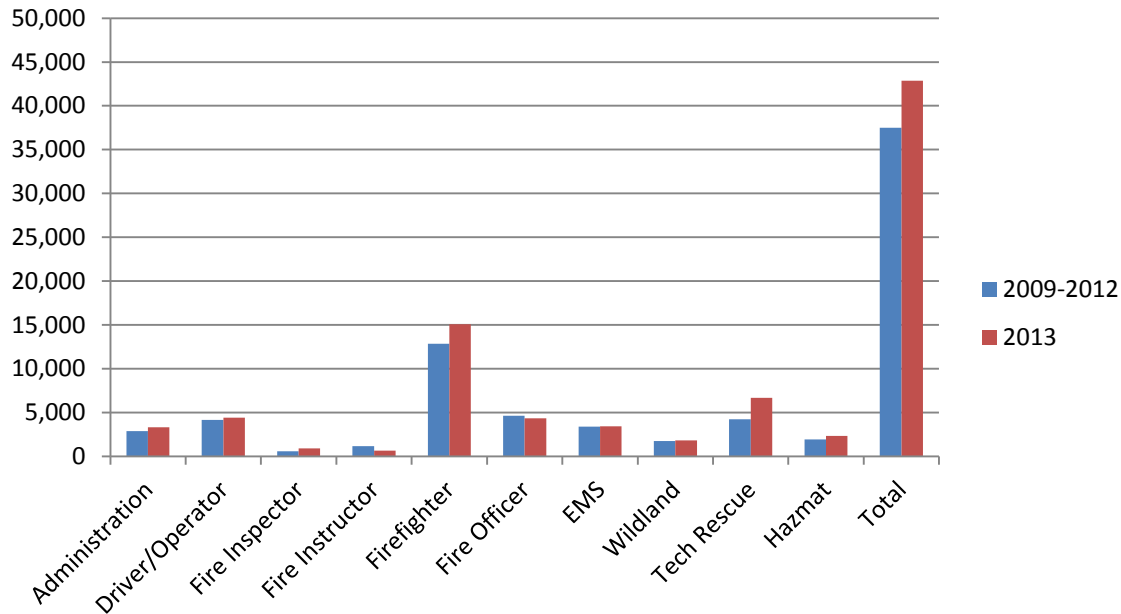


Figure 1 – Comparison of 2013 training hours to the annual average of the previous four-years. The blue column represents the annual average of training hours recorded between 2009 and 2012. The red column represents 2013 data.

Percent Change of Training Hours by Category			
Category	2009 to 2012	2013	Percent Change
Administration	2,880	3,322	13.29
Driver/Operator	4,150	4,422	6.15
Fire Inspector	564	898	37.19
Fire Instructor	1,145	635	-80.41
Firefighter	12,849	15,052	14.64
Fire Officer	4,609	4,331	-6.41
EMS	3,378	3,427	1.44
Wildland	1,742	1,795	2.93
Tech Rescue	4,240	6,669	36.42
Hazmat	1,923	2,327	17.35
Total	37,481	42,878	12.59

Table 1 – Percent change comparison of recorded training hours for 2013 to the annual average of the previous four-years.

2013 Training by Category

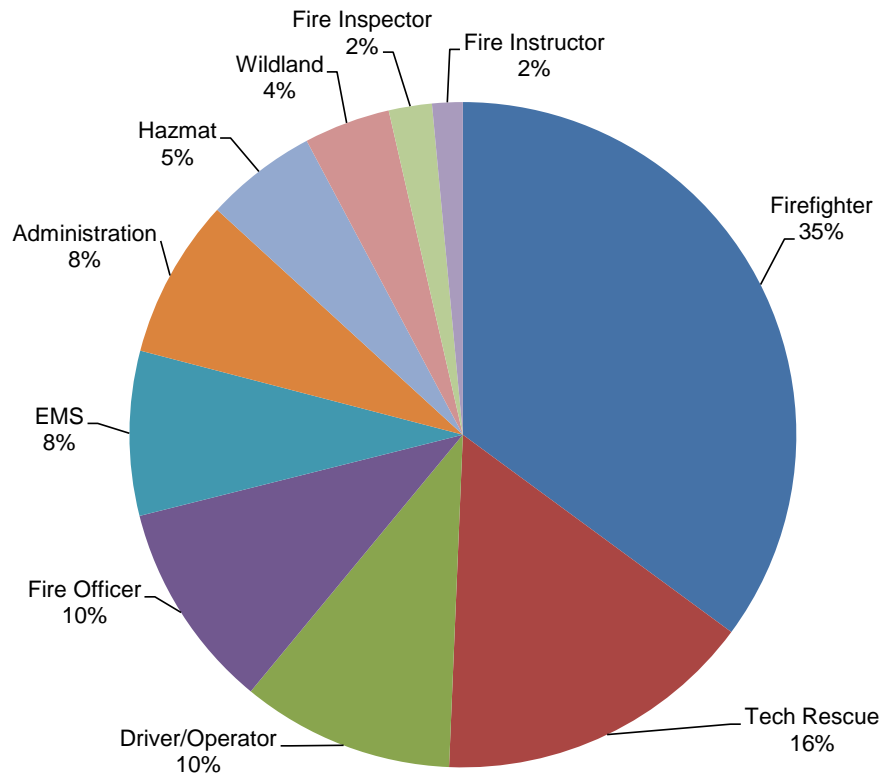


Figure 2 – Demonstration of the percentage of each category of training for the year 2013.

Tuition Reimbursement/Education Requests

In 2013, the Training Division spent \$37,294 for tuition reimbursement and educational class/conference requests.

- **Tuition Reimbursement**

Tuition reimbursement accounted for \$19,771 in 2013. Tuition reimbursement pays participants tuition expenses for accredited college level classes. Figure 3 indicates the five-year trend for tuition reimbursement. Tuition reimbursement was unfunded for the year 2010. Table 2 represents a five-year trend for tuition reimbursement costs per request. Figure 4 indicates the participation of employees by rank in the tuition reimbursement program from 2009 to 2013.

Tuition Reimbursement Program Costs for Years 2009 to 2013

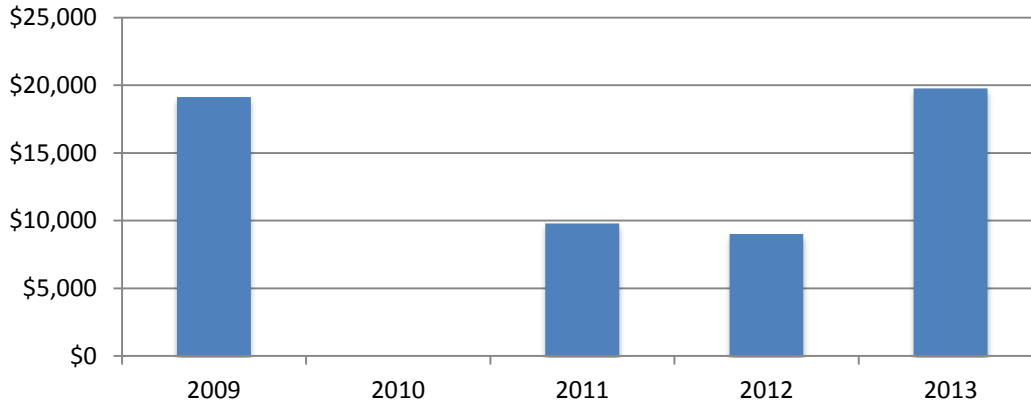


Figure 3 – Five-year tuition reimbursement trend. Tuition reimbursement was not funded in 2010.

Tuition Reimbursement Average Cost per Request			
Year	Amount	# of Requests	Average Amount
2009	\$19,131.29	20	\$956.56
2010	\$0	0	\$0
2011	\$9,791.66	10	\$979.17
2012	\$9,024.00	8	\$1,128.00
2013	\$19,771.27	14	\$1,412.23
Totals	\$57,718.22	52	\$1,109.97

Table 2 – Summary of tuition reimbursement costs as an average per participant from 2009 to 2013.

Participation in Tuition Reimbursement by Rank

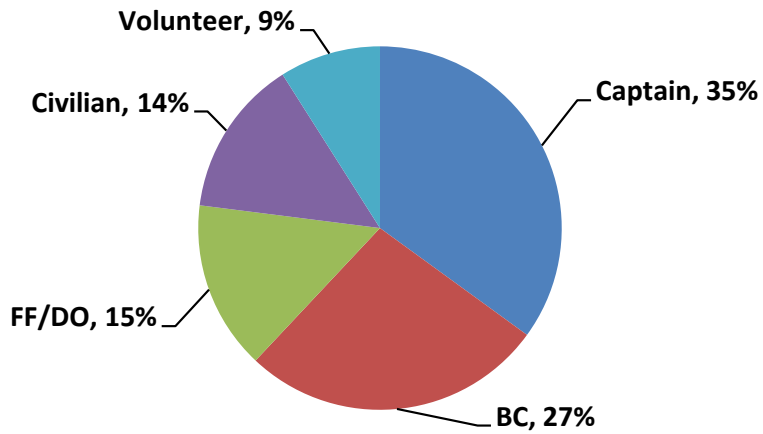


Figure 4 – Participation in tuition reimbursement by position within PFA over the period of 2009 to 2013.

Tuition reimbursement is a successful professional development tool for PFA. Thirty-seven percent of members who participated in tuition reimbursement between the years 2009 and 2013 have been promoted to a rank higher than they held before tuition reimbursement. Seven of the participants have promoted within PFA and two participants have taken promotions outside of PFA.

▪ Education Requests

In addition to tuition reimbursement, the Training Division spent \$17,523 on education requests in 2013. Education requests are discretionary training opportunities identified by members of PFA that are taught by outside instructors or organizations. These can include conferences as well as classes hosted either at PFA or other departments. Figure 5 represents educational requests by rank. Figure 6 represents percentage of approved/denied requests for 2013.

2013 Educational Requests by Rank

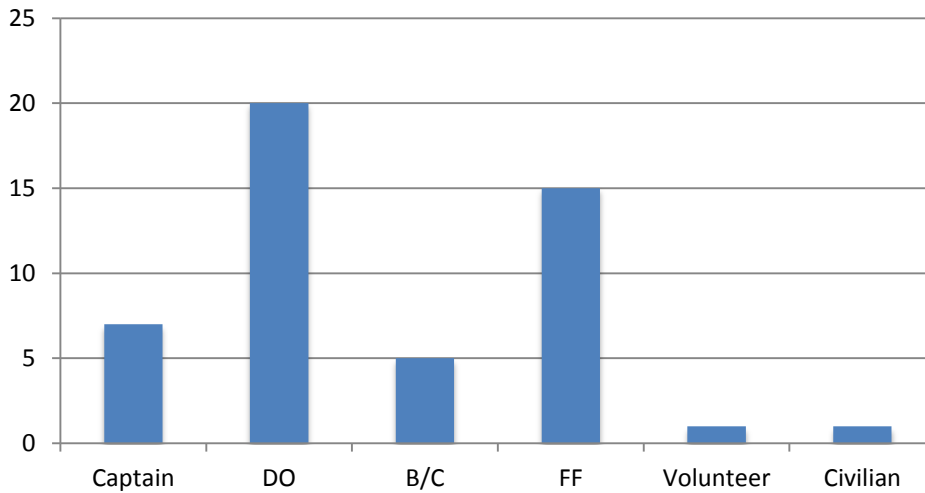


Figure 5 - Education requests by rank for the year 2013.

2013 Educational Requests Approved/Denied

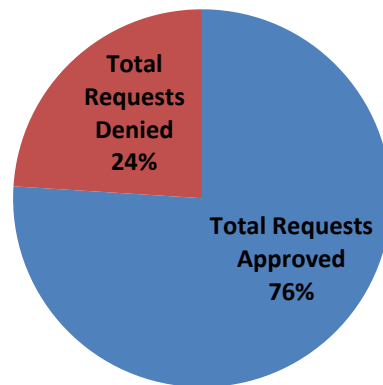


Figure 6 - Percentage of education requests approved and denied for the year 2013

In 2013, a total of 49 requests were received of which 37 (76%) were approved. Some requests were denied either due to the large amount of tuition for a limited number of attendees or due to a department-wide spending freeze at the end of 2013, which resulted in six denied requests totaling \$460. The majority of educational requests came from personnel holding the rank of firefighter or D/O. In relation, most of these requests were for topics in fundamental skills and task oriented subjects. This is indicative of the importance of this program for supplemental skill development for PFA personnel.

2013 Training Programs

- **Acting Captains Academy (ACA)** – The ACA is a five-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** – All existing PFA Captains are now trained in Blue Card Incident Command System (ICS). Newly promoted Captains are enrolled in this program. Shift Battalion Chiefs are conducting quarterly Blue Card ICS Training. A 2014 goal is to train Acting Captains to the Blue Card ICS level.
- **Driver Operator Training** – PFA has a comprehensive driver program. In 2013, twelve firefighters successfully passed the PFA Driver/Operator (D/O) Academy. To become a recognized Driver/Operator at PFA, firefighters also must pass two additional 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.
- **Basic Skills/Company Performance Tasks (CPTs)** – Fire crews receive a basic skills program to be completed at the company level. The basic skills program is accessed through the PFA intranet training site. Crew efficiency and effectiveness is evaluated by shift Battalion Chiefs during Company Performance Task (CPTs).
- **Front Range Fire Consortium (FRFC)** – The Training Division continues to be a member of the FRFC. Two recruit academies and one truck academy were completed during 2013.
- **Volunteers** – 2013 is a year of change for PFA’s Volunteer Firefighter Program. After extensive evaluation and for increased safety for all involved, PFA volunteer firefighters were removed from structural firefighting capabilities in the fall of 2013. The new focus for PFA’s Volunteer Program is on Emergency Medical Service delivery and Wildland firefighting.
- **Certification** – The Training Division continues to be constantly involved with Colorado Metropolitan Certification Board (CMCB). The CMCB continues its efforts to ensure compliance with national firefighting standards through the CMCB certification program.

Other Programs

- **Colorado State University Research Project** – The Training Division has spent much of 2013 working closely with a Colorado State University professor to evaluate future training needs. This research project should be completed in 2014.
- **Professional Development Program** – The Training Division is working closely with Colorado State University to develop a professional development program. This program is currently focused at the Captain and Battalion Chief level. Ten PFA members are participating in a pilot fire officer program. Upon completion of this pilot program, it will be evaluated and recommendations will be made for the future.
- **Acquired Structures** – PFA was fortunate to obtain multiple acquired structures. Crews were able to train at the Colorado State University Lory Center, a subdivision located at Plum Street and City Park Avenue, and the Foothills Mall.
- **8-Hour Training Days** – Training staff provides support for the 8-hour day program required for all uniformed personnel 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.

HAZARDOUS MATERIALS RESPONSE TEAM

Captain Matt Housley

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

Program Objectives

- Minimize the adverse effects of a hazardous materials release on life, property and the environment.
- Provide technician level training for all personnel assigned to Station 10.
- Provide continuing education training for the entire department at either the Operations or Technician level as defined by the Code of Federal Regulations Part 29 (CFR 29).
- Provide and maintain specialized tools and equipment necessary for hazardous materials response.
- Maintain abilities to support consortium hazmat response.



Program Goals

Outcome: Maintain a well trained workforce, qualified to address hazardous materials incidents

Performance Measure:

Technician Level

Minimize the adverse effects of a hazardous materials release on life, property and the environment.

- Assisted Loveland Fire Rescue Authority as part of a hazmat task force tasked with addressing and mitigating hazardous materials as a result of flooding on the Big Thompson River.

Provide technician level training for all personnel assigned to Station 10.

- Train personnel assigned to Station 10 to technician level within 24 months.
- Welcomed two new Captains to Station 10.
- Added four newly qualified hazmat technicians to the team.

Provide continuing education training for the entire department at either the operations or technician level as defined by the Code of Federal Regulations Part 29 (CFR 29).

- Revamped training categories to insure accurate compliance with NFPA 472 requirements for all department members.
- Began the transition to a formalized certification program through Colorado Metropolitan Certification Board.
- Several members attended a Hazmat IQ class for initial response planning.
- Several members attended a “Know Your Smoke” class that involves monitoring for hazardous by products of combustion.
- Transitioned from our long-time team leader (Captain Dick Spiess, who retired) to a new team leader.

Provide and maintain specialized tools and equipment necessary for hazardous materials response.

- Integrated the hazmat team with appropriate technical rescue responses in the department including training for trench rescue and confined space rescue.

Maintain abilities to support consortium hazmat response.

- Conduct training events with consortium partners or outside agencies.
- Renewed association with the University Colorado Health/Poudre Valley Health EMS Special Operations Response Team.
- Attended monthly training sessions with Avago Technologies, a community business and hazmat partner.
- Hosted and attended a three day hazardous materials technician refresher put on by Chemical Safety Training.

- Planned, hosted and participated in a hazmat rodeo with numerous Front Range departments and law enforcement agencies.

Performance Measure:

Operations Level

Provide continuing education training for the entire department at either the operations or technician level as defined by the Code of Federal Regulations Part 29 (CFR 29).

- Conducted hazmat familiarization for all new PFA firefighters hired in 2013.
- Provided training for all Operations level personnel on the setup and use of decontamination tent and procedures.
- Provided CFR 29 compliant continuing education to 100% of the Authority's Operations level hazmat personnel during the 8-hour day.

Provide and maintain specialized tools and equipment necessary for hazardous materials response.

- Designed and taught a monitoring class to all participants in a confined space rescue class.

Outcome: Maintain equipment and monitors to insure adequate response resources.

Performance Measure:

Technician Level

Provide and maintain specialized tools and equipment necessary for hazardous materials response.

- Completed a reorganization of hazmat response vehicle (Haz10).
- Upgraded response capabilities through the acquisition of the latest version of PEAC response software.
- Added one factory certified Rae Monitor technician to assist with in-house maintenance and calibration of fleet of atmospheric monitors.
- Worked with the apparatus committee to design a new Engine 10 response apparatus that will properly and securely store over \$100,000 worth of monitoring equipment.

Operations Level

Minimize the adverse effects of a hazardous materials release on life, property and the environment.

- Initiated a new program for radiological monitoring at the operations level which provides for an increase in service level to the community and a safer environment for PFA responders.

Provide and maintain specialized tools and equipment necessary for hazardous materials response.

- Completed monthly calibration of all 37 monitors in the system.

- Converted all of the Authority's Weapons of Mass Destruction bags into hazmat support bags that are carried on all frontline apparatus.
- Acquired 13 new radiological monitors through relationships established with regional community partners.

WILDLAND TEAM

Battalion Chief John Lippert

2013 was not quite as busy as 2012, but the wildland fire program was still very active. Captain Doug Cupp remained as the coordinator until November when he resigned from PFA to accept a position as a Division Chief for the tri-county area around Breckenridge, Colorado. The wildland team thanks him for his dedication, not only to the wildland program, but also as a firefighter and captain at PFA. He will still be involved in wildland fire in his new career and PFA wishes him the best.

Another unseasonably dry and warm winter gave an early start to the fire season. PFA had 53 vegetation, brush and timber fires reported in 2013. This year saw the continuation of the documented trend of the past ten years towards larger and earlier season fires compared to past decades. The Front Range also experienced an increase in wild fires not only in our district but also in mutual aid partner districts as well. Most of the efforts from the wildfire program were placed on response as well as recovery from wildfire incidents.

The Galena Fire started on March 15, 2013 at approximately 11:45 a.m. The fire was initially reported at 200 Galena Court, near Lory State Park. During the first and second operational periods (day and night operations), the fire was entirely commanded by PFA. The fire was heavily influenced by strong winds out of the North at 17 MPH with gusts to 22 MPH, low fuel moistures, and low relative humidity (12%). As the incident unfolded, numerous structures were threatened including homes, a State Park Visitor Center, a State Park, and a County Park. No air tankers were available or under contract in the region at the time of the fire. Approximately 1,300 acres were burned over during the first operational period which ended at 23:59 hours on March 15. Several PFA engines and brush units were mobilized. Operations, OEM, Training, wildfire personnel, chiefs, and Community Safety and Services were deployed. The initial Incident Commander was Acting Battalion Chief Herrington with Chief Garcia as the Operations Section Chief; both commanded the first operational period. Night operations included Chief Lippert as night Incident Commander and two task forces of seven engines patrolled, extinguished, and planned for the next operational period on the morning of March 16. Larimer County Sheriff's Department Emergency Services Division took control of the fire at 0600 hours on March 16. They began to assemble and mobilize a Type 3 incident management team on March 15.

Approximately one hour after the start of the Galena fire, another wildland fire

was reported at 2301 Eddy Lane in the LaPorte area. PFA's resources were already stretched thin. Both on-duty Battalion Chiefs (Garcia, Acting Chief Herrington), along with Chiefs Lippert, Nuckols, and Pietrangelo were committed to the Galena fire. Chief McLean was running the system from Station 1 re-distributing resources not only to the wildfires, but also around the system for coverage. Chief Callahan, as the third battalion chief in the system, responded to the Eddy Lane fire along with remaining resources of a structure response. Initial dispatch reports were that a house was being threatened. Along with PFA units responding to both fires, several mutual aid partners also responded with engines and overhead personnel including Larimer County Sheriff's Department Emergency Services (one engine and three overhead personnel), Wellington, Rist Canyon (three units), Poudre Canyon, Loveland (two units), Berthoud and Livermore. Mutual aid resources were distributed between both fires. The Eddy Lane fire was contained and no structures were lost. Several units remained on scene to monitor the fire throughout the night. PFA had several units including single resource personnel involved in both fires for extended operational periods.

The following is a list of many of the events and actions taken concerning the wildfire program. This is certainly not a complete and detailed list but more of an overview of the 2013 wildfire program.

Out of District Wildfire Deployments:

One deployment in June, in western Colorado, involved four different fires involving one Type 6 Engine from PFA. The crew was able to move from incident to incident. The other deployments were either Type 6 engines or single resource personnel.

- Big Meadow fire in Rocky Mountain National Park. 6/12-6/14.
- Ward Gulch fire near Rifle, Colorado. 6/15- 6/18.
- Derby Creek, Beaver Creek, and Brush Creek fires near Rifle. 6/19-6/24.
- Big Windy Complex, Grants Pass, Oregon. This was a Single Resource Deployment. Captain Cupp deployed as a Strike Team Leader of engines. 8/16-8/27.
- Red Canyon Fire near Carbondale. 8/14-8/17.

Other Accomplishments:

- After the Galena fire, a Wildland Command Team was formed to assist PFA's Incident Commander on an expanding wildland fire incident within PFA. Twelve personnel with advanced qualifications in wildland fire make up the team. They can fill overhead management positions that the Incident Commander requires. They are dispatched either off-duty or on-duty at the request of the Incident Commander through PFA's paging system and have VHF radios issued to them. The team is being expanded when personnel complete higher qualifications through task book completion. Personnel on

this team can also be utilized by other agencies needing assistance to supervise wildfires outside of PFA's district for mutual aid deployment.

- Reprogrammed all the VHF and 800 radios both mobile and pack sets to the Type 3 communications plan. This enables PFA to have communications with surrounding agencies immediately without having a delay at the incident to program the radios as the incident is expanding.
- Completed the wildfire refresher for PFA personnel to continue their certification for the National Wildfire Coordinating Group ratings.
- Assisted in researching and writing specifications for two Type 6 engines for a Federal grant that was submitted in December. If awarded the grant, PFA would be able to purchase two new Type 6 engines and replace two older engines in PFA's fleet.
- Eight personnel attended the Colorado Wildfire academy in Colorado Springs. Personnel were able to attend several classes that prepared them for wildland fires and to start or continue wildfire task books.
- Several personnel attended local, State and Federal level meetings on wildland fires throughout the year.
- The Wildland Outreach Planning Initiative (W.O.P.I) program was again awarded a state fire grant in 2013. Progress continued on structure assessments in the Soldier Canyon and Mill Canyon areas with approximately 70 new surveys completed. In addition, three re-surveys were completed. These re-surveys were requested by homeowners who had performed Firewise mitigation actions on their properties after their initial survey.
 - It is hoped that the 50 remaining surveys in Soldier Canyon and Mill Canyon areas will be finished in 2014 and begin conducting surveys in the Cloudy Pass, Missile Silo Road, and Poudre Canyon areas.

SELF-CONTAINED BREATHING APPARATUS (SCBA) MAINTENANCE

Captain Tim England

Program objectives were:

- Assure all SCBA and ancillary equipment meet state, federal, and industry standards.
- Provide adequate air supply and SCBA to effectively protect personnel on large scale incidents.
- Provide respiratory protection to intercede, control and recover from emergencies as rapidly and effectively as possible.
- Meet training requirements mandated by respiratory program standards and best practices.
- Provide additional support to the Training Division with equipment, maintenance and instruction.
- To minimize downtime due to repair, or preventative maintenance.

- Forecast, plan program needs to maintain readiness, improve capability, personnel protection, and currency with technology and standards.

The desired outcome to maintain SCBA equipment in good order to provide safe, effective, reliable equipment with performance measurements of 60% within 72 hours, 80% within one week, and 90% within two weeks of receipt was achieved. There were 1,212 service contacts in 2013.

97% of personnel were fit tested, falling short 3% of the 100% goal. In 2014, with improved follow-up with personnel until the tests are complete, results will improve to the 100% goal.

NIOSH equipment approvals were maintained, and all requirements of OSHA's respiratory protection program – 29 CFR1910.134 were met.

The SCBA tech group also provided training, service and support to other outside agencies. These include Colorado State University, City of Fort Collins Utilities, City of Greeley, Fort Collins Police Department, Larimer County Sheriff Office, Larimer County Drug Task Force, Northern Colorado Fire Department Training 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 meet their immediate needs and recover quickly from the emergency.

2013 Outcomes:

- Assisted 51 individuals during and after emergencies.
- CART was requested 21 times and responded 100% of the time.

- Provided lodging on four separate occasions by supplying vouchers from Homewood Suites. This service was provided by the Homewood Suites management at no cost to PFA.
- Responded to four commercial multiple alarm fires.
- Assisted a mother and three children that were living in a recreational vehicle and overloaded the electrical system. A licensed electrician was found to check out the electrical system at no charge to the occupant.
- Provided fire watch on one incident after the CART duties were complete because the incident commander was unable to find an available off-duty firefighter.

OCCUPATIONAL HEALTH AND SAFETY

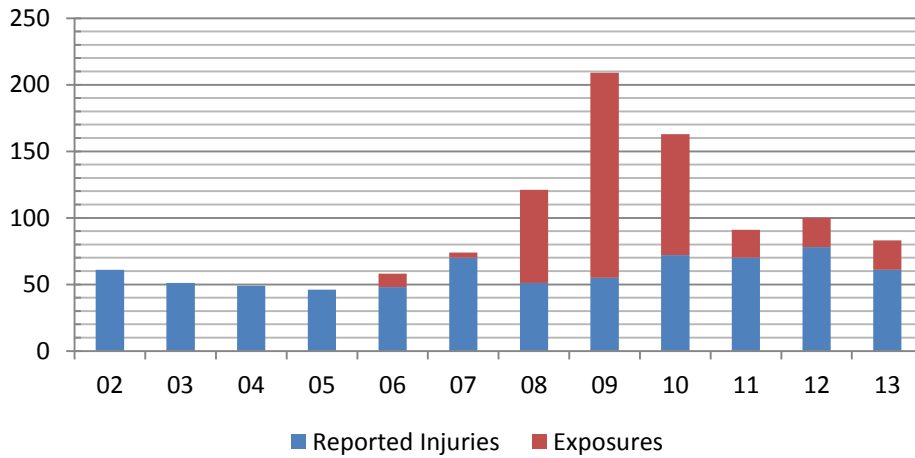
Battalion Chief Gary Nuckols

Injuries and Exposures

In 2013 PFA had a reduction in reported injuries and exposures (work-related exposure to hazardous materials, communicable disease, or infection) with 83 compared to 100 in 2012. Using the OSHA reportable standard (requiring OSHA defined treatment beyond first aid) there were 22 incidents for the year. PFA's Recordable Accident Frequency calculated using OSHA formula (number of injuries x 200,000/ number of hours worked) was 9.0. The national comparable rate for fire departments PFA's size was 9.9. This is the first year for tracking with this OSHA formula. PFA is not required to report to OSHA, but this is the closest national comparable for injury frequency available.

The number of exposures has remained fairly consistent the last three years. The previous year's aggressive action to reduce exposures, especially those related to asbestos, has shown its impact. These actions have resulted in positive outcomes as seen by the dramatic reduction in exposure reports.

Injuries and Exposures



Future Tracking

Based on Board input, quarterly reports starting in 2014 will reflect the following statistics:

QUARTERLY INJURY/EXPOSURE REPORT

	THIS QUARTER	YTD	PREVIOUS YEAR
Total			83
Injuries			61
Exposures			22
Severity ¹			22
Cost ²			\$243,344
Lost Time ³			210
RAF ⁴			9.0

¹ Uses OSHA recordable standard of treatment received beyond first aid

² Includes reserve which is an estimate to cover costs until a claim is closed

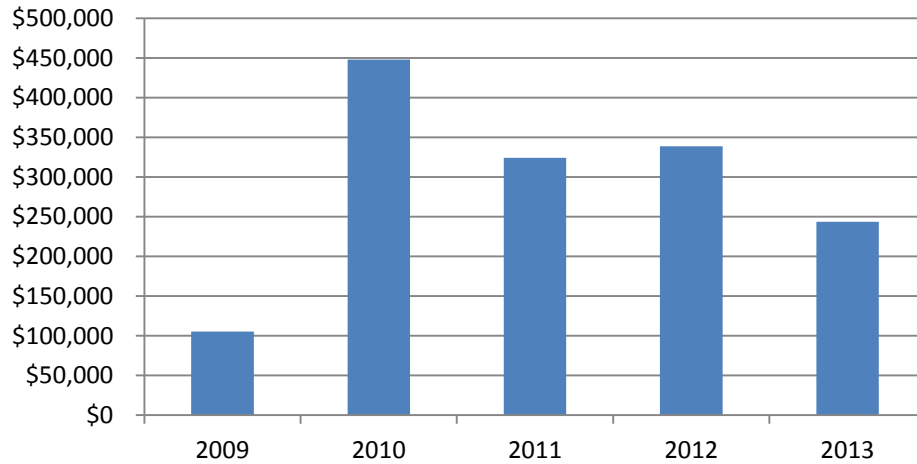
³ Work-related modified duty plus injury leave hours (shown as shift days missed)

⁴ Recordable Accident Frequency; calculated using OSHA formula (number of injuries x 200,000/ number of hours worked). National comparable rate from 2012: 9.9

Costs

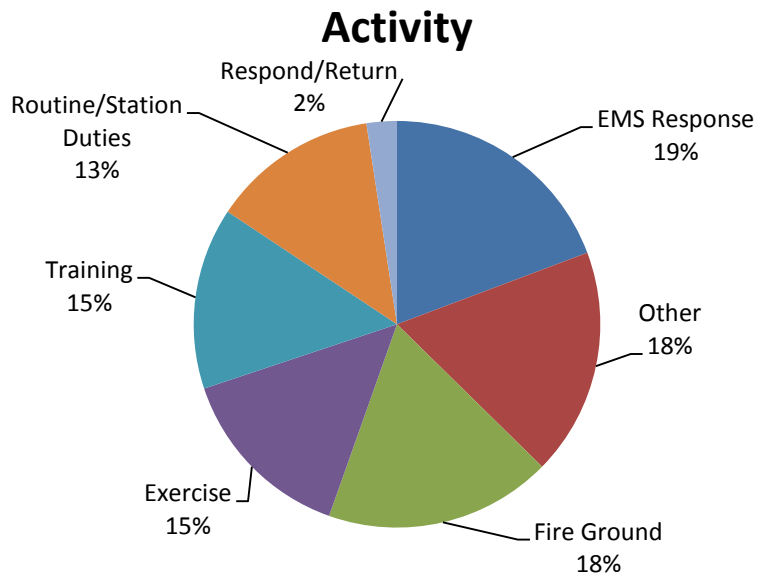
The chart below illustrates the cost for claims paid by PFA's workers' compensation insurance carrier. PFA had a 28.15 percent reduction from 2012 to 2013.

Medical Costs Paid by Insurer



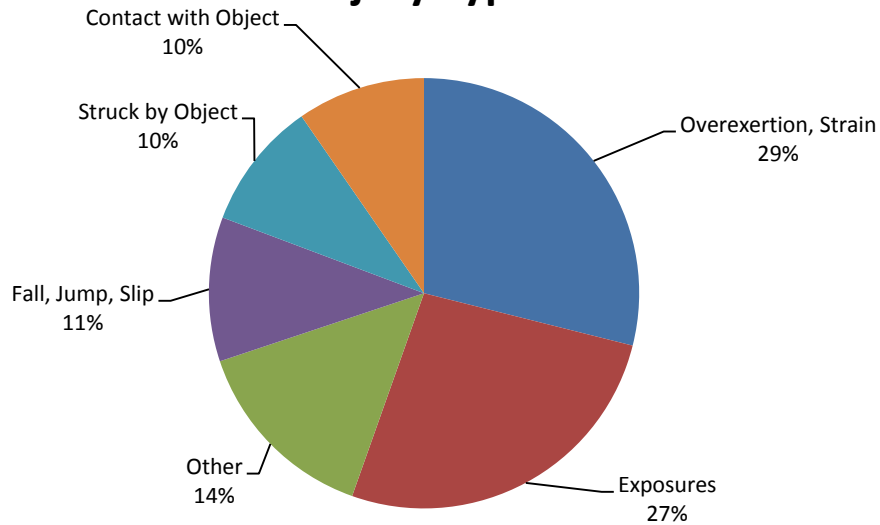
The charts below illustrate the activity at time of injury and the injury type based on National Fire Protection Association classifications.

2013 Reported Injuries/Exposures



Activity at Time of Injury	2013	Five Year Average
EMS	16	16
Other	15	7
Fire Ground	15	14
Exercise	12	10
Training	12	17
Routine/Station Duties	11	12
Respond/Return	2	2

2013 Reported Injuries/Exposures Injury Type



Injury Type	2013	Three Year Average*
Overexertion/Strain	24	28
Exposures	22	23
Other	12	12
Fall, Jump, Slip	9	13
Struck by Object	8	7
Contact with Object	8	9

*Classification changes in 2010. Only a three-year average available.

Modified Duty

Personnel can be placed on modified duty for either on-duty or off-duty injuries, illnesses, or medical conditions. Whether an event is work related or off-duty there is an impact to PFA with daily staffing. In mid-2013, after direction from the Board, staff started tracking modified duty to show work related and non-work related personnel split out. Reports beginning in 2014 will reflect this split. In 2013 PFA had eight personnel on injury leave or modified duty for a total of 210 shifts. There were an additional nine personnel on extended sick leave or modified duty for non-work related causes which resulted in an additional 258 shifts impacted.

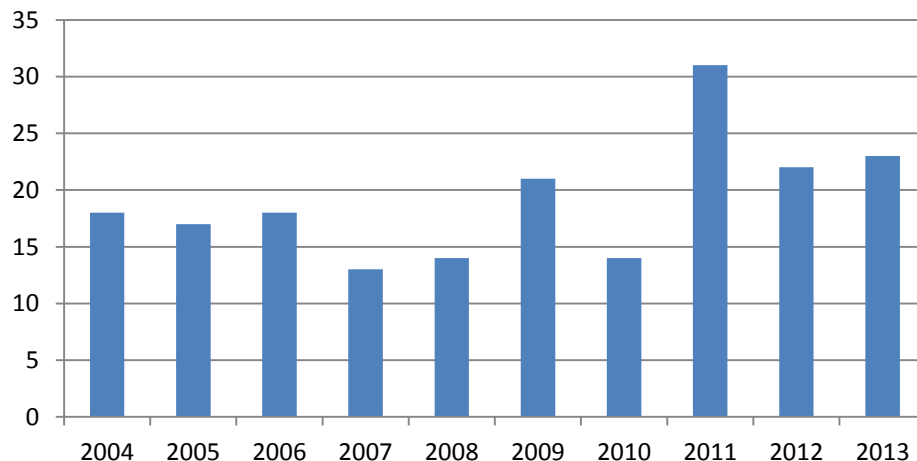
Injury Investigations

The Incident Safety Officers performed two larger scale injury investigations this year. One for a Mayday event resulting in a firefighter injury which showed eleven critical or contributing factors and five lessons learned /recommendations. An extrication tool failure that potentially could have resulted in injury showed two contributing factors and three lessons learned/recommendations.

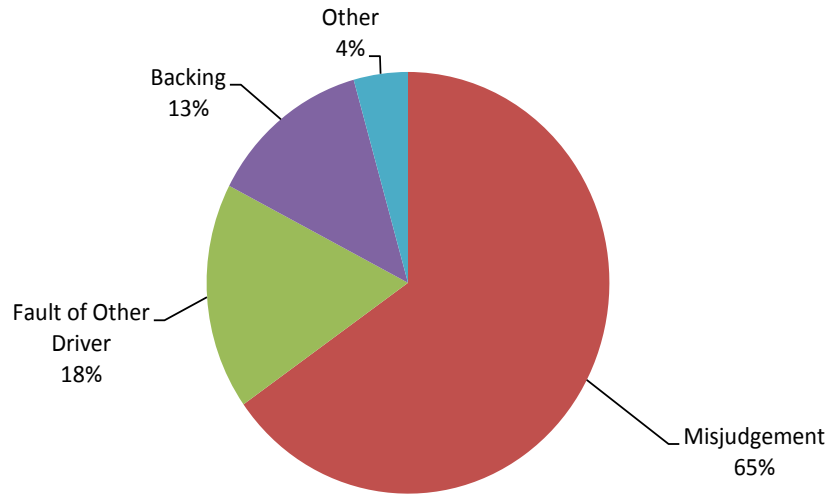
Vehicle Accidents

There were 23 vehicle incidents in 2013. Four incidents involved a PFA vehicle and another parked vehicle. Two of these involved backing of pickup trucks and since then, backup cameras have been installed or ordered for all vehicles that do not have an accessible rearview mirror. New vehicles are now purchased with either a backup camera or backup sensors. The majority of all incidents were minor in nature, although even minor incidents can now result in expensive repair. The procedure that was implemented in late 2010 for self-critiquing accidents and other incidents that result in lost or damaged PFA equipment is still being used. The Incident Safety Officers now review the report with the individuals to assure all the causal factors and lessons learned are determined. Fifteen of these reports were posted on PFA's Intranet site this year.

Vehicle Incidents



2013 Vehicle Incidents



Vehicle Incident Cause	2013	Five Year Average
Misjudgment	15	11.6
Fault of Other Driver	4	3.2
Backing	3	4.2
Other	1	1.4
Failure to Yield to Emergency Vehicle	0	.2
Equipment Failure	0	1.2

INFORMATION TECHNOLOGY

IT Manager Tom Hatfield
IT Analyst Eric Nelson
Operations Captain Gil Fisher
GIS Specialist Jim Montague

PFA Information Technology (IT) strives to provide efficient, reliable and cost-effective methods of providing and implementing well researched, tested and predictable technologies. In 2013, many projects and tasks were accomplished, and discussion of the major projects follows.

PFA's new public website <http://www.poudre-fire.org> went live on December 23rd. The new site utilizes the latest technology including a content management system that allows trained program area employees to maintain the content of their respective areas instead of providing the information to IT personnel to keep the site updated. IT, of course, will still play a role in maintaining the site. Pages can be scheduled to appear and expire automatically to prevent stale information on the website. The screen size and format dynamically adjusts to whatever device the end user is using such as a desktop PC, an iPad and other tablets or a smartphone. This makes the information more useable and readable to the user.

Data center improvements were made in 2013 with the refreshing of three servers utilizing virtual machines and data storage devices. Utilizing this type of infrastructure reduces the number of servers needed thereby reducing costs and improving disaster recovery.

PFA's Veeam backup and recovery software was updated to the latest version. Veeam's monitoring platform was also introduced to aid PFA IT staff in monitoring critical infrastructure components and services.

The High Plains incident 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, certifications, and human resources. Sixteen rugged tablets were purchased and the mobile High Plains software was installed. IT staff is in the process of performance testing and scheduling training with this new application before deployment to the fire apparatus. The devices will be used for medical field reporting, apparatus checks and other applications in the field.

PFA's staffing management system (TeleStaff) was upgraded to the latest release which fixed several bugs some users were experiencing.

Over the last sixteen months PFA IT and other key personnel have been working closely with the Fort Collins Police Services (FCPS), Larimer County Sheriff's Office, and Fort Collins 911 to configure and test the upgraded Tiburon Computer

Aided Dispatch (CAD) system known as CommandCAD. This enhancement will greatly improve the mobile dispatch environment for PFA operations personnel. The new system is scheduled for production on April 1, 2014.

IT continues to aid the accreditation process by standing up a new server that extracts data from the High Plains records management system and exports it to the Omega Group. This is a major ongoing goal for PFA that will continue into 2014 and beyond. PFA's GIS specialist is heavily involved in providing the data needed for the accreditation process as well.

In July, a new map book was updated, printed and distributed to all PFA apparatus, Command Post, Emergency Operations Center, Community Safety and Service (CSS), Dispatch, Poudre Valley Ambulance, Poudre School and FCPS. Approximately 80 copies of this 550 page map book were distributed.

The custom software program utilized by CSS inspectors for collection and upload of sprinkler and safety inspection information was enhanced several times. This program, known as the Mobile Inspection Program (MIP) uploads data directly into the High Plains RMS database. Over 5,000 uploads of inspection data were performed in 2013.

A custom software program utilized by PFA employees to fill out and submit Workers' Compensation forms electronically was enhanced several times. This program transmits completed forms to PFA Admin and to Risk Management, as well as storing submitted data into a database from which year-end reports are produced. This program was the first to utilize a terminal server approach to software management, an approach which allows all PFA employees to access the program without having to download the program to each computer. In 2013, 83 Workers Comp forms were submitted using this program.

A custom software program was developed and enhanced to allow PFA drivers to electronically enter fuel slip data each time they fill an apparatus or staff car. This data is stored in a database from which year-end reports are produced. Fuel slip data can be submitted from each apparatus computer or from station or Administration computers using the terminal server approach. In 2013, 2,433 fuel slip entries were made using this program.

A custom software program was developed and enhanced to allow PFA employees to electronically fill out and submit personal information change forms to PFA Administration and to City Human Resources. This program utilizes the terminal server approach. While this program was only lightly used in 2013, it sets the stage for widespread use going forward.

In 2013, IT upgraded the Interagency Command Post (ICP) with a new touch screen white board monitor and computer, a wide format printer and HDTV sets. These enhancements have been well received by PFA and FCPS users. Driver training material for the ICP was prepared in late 2013 and training conducted for 13 new ICP driver/operators.

COMMUNITY SAFETY AND SERVICE

Division Chief Bob Poncelow

In 2013, the Community Safety and Service Division continued the expansion of the existing building inspection program, further expanding the number of buildings receiving a general fire inspection. As part of this goal additional staff was hired and others moved to full-time positions. One of the part-time inspection personnel agreed to move from Inspection Services to Technical Services as the organization was experiencing significant workload increases with many new and significant projects starting throughout the PFA jurisdiction. A new part-time inspector was then hired to fill the opening created in Inspection Services.

The new position created in Technical Services with this move allows for coverage in development review, plan review, or new construction inspection depending on where the assistance is most needed. These changes also allowed some reassignments within Inspection Services that brings more efficiency to the program. The complete implementation of the High Plains Record Management system in Fire Prevention has also allowed better data collection and created a seamless process to track new buildings from inception, through plan review, final inspection and ultimately into the queue for any required system inspections and general fire inspections. High Plains also allows for real time updating of pre-fire plans utilized by the responding firefighters. This system now provides a pre-plan update as soon as a building receives the final inspection, basic data on fire protection systems, emergency contacts and, in many cases, even floor plans are available to the responding companies in their fire apparatus.

The Office of Emergency Management (OEM) directs all planning, preparedness and recovery efforts for significant events and natural or manmade disasters that involve or impact the City of Fort Collins and the PFA. Much needed assistance was added to the Office of Emergency Management in 2013 when retired CSU Police Department Commander, Chris Wolf, joined Chief Gavin. OEM continues to concentrate on preparedness and planning for emergencies and disasters and works closely with all other agencies and divisions to assure the community is prepared for a disaster. This success has been apparent the last two years as PFA experienced both fire and flood. The work that has gone into planning and preparation by OEM, the Utilities and others had a significant impact on minimizing how the recent major disasters impacted the community.

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 safety 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. 2013 saw the expansion of PFA's social media efforts with updated pages and an organized process to manage the PFA presence. The use of social media along with regular press releases and media outreach efforts helps keep the citizens of PFA informed of the on-going activities and opportunities within the PFA.

PUBLIC AFFAIRS AND EDUCATION

Captain Patrick Love

The Office of Public Affairs and Education is charged with being the primary PFA contact with individual customers and media. This is accomplished through the development and management of public outreach and education activities. Public outreach refers to the evaluation of community risk; then designing, implementing and delivering of educational programs to reduce the customer's risk for death, injury and property loss; scheduling and coordinating of events including fund-raising and public relations activities; creating and maintaining positive relationships with other agencies and general public contacts; and, Juvenile Fire-setter counseling. During media contacts this position is tasked as the department spokesperson; conducts press interviews; writes press releases; conducts press conferences as needed and directs 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.

Service Requests

In 2013 PFA fulfilled 537 requests, which is a decrease from the prior year; however there was an overall increase in customer contacts.

PFA's 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. There are over 2,000 hours annually trying to keep customers safe by PREVENTING an incident through education.

Following is a list of all types of events including the number of customers with which PFA has come in contact with in 2013.

Service Requests by <u>TYPE</u>	2009	2010	2011	2012	2013*	% Change From Previous Year
Safety Talks	111	165	103	212	116	-45.28%
Station Tours	101	114	75	102	99	-2.94%
Apparatus Tours	41	131	88	159	114	-28.30%
Extinguisher Classes	32	53	44	27	28	+3.70%
Neighborhood Events	24	32	33	29	35	+20.69%
Smoke Alarm/Battery Help	18	39	31	25	28	+12.00%
Safety House	24	32	26	25	34	+36.00%
Safety/Science Fairs	14	13	12	6	7	+16.67%
Bike Helmet Program	8	3	5	4	6	+50.00%
Fire Drills	14	15	21	22	21	-4.55%
Career Day/Talks	9	8	8	7	5	-28.57%
Home Safety Surveys	3	8	6	13	9	-30.77%
All others	47	40	29	44	35	-20.45%
Total	446	653	533	675	537	-20.44%¹

* Tuesday training implemented, see footnote ¹

Service Requests by <u>AGE RANGE</u>	2009	2010	2011	2012	2013	% Change From Previous Year
Pre-school (3-5)	2,401	2,833	2,164	2,363	1,676	-29.07%
Elementary (5-12)	4,934	5,351	4,784	4,251	3,964	-6.75%
Jr High/High School (12-17)	756	499	1483	494	860	+74.08%
Adult (18-60)	5,387	6,448	4,409	4,249	4,761	+12.04%
Adult (60+)	624	821	936	956	1,119	+17.05%
Total	14,102	15,952	12,146	12,313	12,380	+1.35%

Service Requests by <u>SHIFT</u>	2009	2010	2011	2012	2013	% Change From Previous Year
A Shift Total	98	80	68	64	58	-9.37%
B Shift Total	74	110	111	61	70	+14.75%
C Shift Total	56	99	69	110	74	-32.72%
Total	228	289	248	235	202	-14.04%

¹ 2013 Tuesday training implemented for companies = loss of 53 days/year for Public Education by on-line firefighters.

Service Requests by STATION	2009	2010	2011	2012	2013	% Change From Previous Year
Station 1	41	51	34	42	32	-23.80%
Station 2	27	28	30	19	15	-21.05%
Station 3	35	35	43	35	16	-54.28%
Station 4	13	37	30	31	29	-6.45%
Station 5	39	37	32	35	35	0.00%
Station 6	9	13	16	8	12	+50.00%
Station 7	6	10	4	8	10	+25.00%
Station 10	20	33	18	24	24	0.00%
Station 12	9	9	16	12	9	-25.00%
Station 14	29	36	25	23	20	-13.04%
Other	57	53	51	49	58	+18.36%
Total	285	342	286	286	260	-9.09%

<u>RIDE-ALONGS</u>	2009	2010	2011	2012	2013	% Change From Previous Year
Citizen Ride-Along	42	136	28	36	143²	+297.22%

Child Passenger Safety

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2013, PFA Firefighter/Car Seat Technicians installed or checked the installation of 361 seats. Thanks to PFA's great working relationship with Safe Kids Larimer County this program continues in a strong fashion. For the past four years numbers are holding steady for seat installations; this is a good output for maintaining a reasonable workload. Prior to an additional program that Safe Kids Larimer County implemented, PFA's numbers were approximately 45% higher. Larimer County enjoys one of the best (lowest) injury and death rates for children in car seats within the State of Colorado. This program continues to be a very valuable service that PFA provides free of charge.

² The larger increase was due to overwhelming requests prior to entry-level Firefighting testing process in 2013.

<u>Car Seat Checks</u>	2009	2010	2011	2012	2013	% Change From Previous Year
Station 1	75	81	42	18	12	-33.33%
Station 2	47	18	46	41	58	+41.46%
Station 3	80	32	49	42	41	-2.38%
Station 4	80	66	45	61	32	-47.54%
Station 5	75	45	65	47	83	+76.59%
Station 6	29	29	23	44	22	-50.00%
Station 7	16	9	1	3	5	+66.66%
Station 10	45	44	26	32	49	+53.12%
Station 12	10	9	9	22	24	+9.09%
Station 14	7	14	24	43	19	-55.81%
Check Points	0	0	1	0	0	0.00%
Other	10	7	10	29	16	-44.82%
Total	474	354	340	382	361	-5.49%

Youth Fire Awareness/Juvenile Fire-setter 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 fire-setting and arson, and to assist children who have engaged in fire-starting and fire-setting behavior. This program is staffed by specially trained PFA firefighters and is coordinated by the Public Affairs Officer and Fire Investigator.

Children and juveniles become involved in this program in one of four ways:

- They are referred by their parents.
- They are contacted by PFA personnel at a fire incident.
- They are required to participate through juvenile diversion at the District Attorney's Office.
- 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>	2009	2010	2011	2012	2013	% Change From Previous Year
Referred Interventions	31	20	4	5	13	+160%

Notable New & Continuing Programs

Smoke Alarm & Carbon Monoxide Alarm Outreach- In cooperation with the Colorado State University School of Social Work, firefighters held an alarm installation and education day in November, 2013, at Poudre Valley Mobile Home Park. Sociology students, firefighters, and other PFA staff member contacted a large part of the park's residents and were able to install alarms in at least 75% of the homes. This project made a large difference in protecting this community because firefighters found that most of the homes either did not have working alarms or even have alarms. A motto of this program is, "PFA would rather PREVENT an incident than have to respond to one."

A direct outcome from this campaign; Firefighters responded to a carbon monoxide call on December 21, 2013 at the Poudre Valley Mobile Home Park. A family of nine woke up to an activated CO alarm. They unplugged the alarm and aired it out, they then brought it back inside and plugged it in again. One hour later it alarmed again and they called 911. Station 12-A shift responded and did the usual checks and found a sustained 50ppm in the house. A couple of family members had mild headache symptoms. The family relocated for the night to another home. They were very thankful to PFA!

Safety Trailer in Schools Program- This program was reintroduced in 2008 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 2013, over 1,900 children in 40 schools were reached. 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 anticipate PFA's visits every year. Of course it is even more exciting when one of PFA's two fire safety clowns also attend.

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 where, how, and why tax dollars are being spent to fund PFA, as well as giving participants a view into the world of emergency services. PFA continually receives high grades from participants for this event.

Whole Foods Market Pancake Breakfast- Whole Foods Market has held this wonderful fundraiser under their own volition for the past five-years. Money raised goes to the PFA Fire Safety Education Fund held by the Community Foundation of Northern Colorado. This fund is used to purchase smoke alarms and carbon monoxide alarms for customers in PFA's district who cannot afford them, educational materials and Child Passenger Safety Program supplies.

Neighborhood Night Out- In August, the firefighters who work at Station 7 hosted a neighborhood block party for the eighth 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 in attendance, of all



ages. Numerous positive comments were received and it appeared everyone had a great time. Many neighborhood residents said they look forward to the party again next year.

PFA firefighters in all parts of the jurisdiction attended 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 alarm and medical emergency protocols, evacuation and a mock dorm room burn to show how quickly fires can turn deadly.

Social Media- The social media realm within PFA is continually growing and reshaping. In an attempt to keep up with the evolving landscape, the Office of Public Affairs has recruited internal social media and public outreach committee members. This discipline was once a small portion of the job duties; however each year a greater deal of time communicating with customers is experienced. PFA is able to do this through multiple channels via PFA's website and many social media outlets. Safety related information is disseminated along with other types of customer-interest postings.

OFFICE OF EMERGENCY MANAGEMENT

Emergency Manager
Battalion Chief Mike Gavin

The Office of Emergency Management (OEM) had a very busy but productive year in 2013. Although 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, OEM staff continued with recovery efforts from the High Park Fire of 2012 and in September responded to and began the recovery process from the flooding in the community. 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. Minor upgrades were made to the City of Fort Collins Emergency Operation Center in order to maintain compliance with nationally recognized standards.

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. This includes training on the Incident Command System and updating of the Emergency Operation Plans and Operational Guidelines.

OEM was able to proceed with the hiring of an Emergency Management Specialist position due to positive results of the budgeting for outcome process. This position was hired in March of 2013 and has allowed the Office of Emergency Management to increase its production and performance in the five major program areas. 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 2013 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 and climate change impact on disasters also occurred and will continue into 2014.

PREPAREDNESS

Large scale disaster planning continued through 2013 with the update of the regional mass casualty plan which included the After Action Review of the active shooter exercise with CSU. This Office has established a plan for ongoing community training in disaster preparedness through the Community Emergency Response Team program and the Community Awareness Program which focuses on all hazards including terrorism.

City departments continue to work on meeting National Incident Management System criteria for compliancy through training and additional credentialing of personnel. OEM continues to deliver training to meet this standard including Disaster Preparedness, Incident Command, Debris Management, etc. In coordination with the Storm Water Division of the City, a major functional exercise was developed and held in the spring in preparation for possible flooding of the Poudre River. Over 30 agencies were involved including City, County, State and Federal Governmental Agencies. The exercise was a success in that it assisted in the preparedness and response efforts of what was to be a major disaster in September.

One major activity that began at the end of 2013 is the project to address climate change and its impact on disasters. The focus of the White House Task Force

subcommittee in which OEM is participating will be on preparedness and mitigation from these changes.

MITIGATION

A public education program with focus on disaster preparedness/survival continued in 2013 with plan implementation to redesign and move the OEM website to PFA IT. This project will continue into 2014 and have ongoing maintenance and improvements. The 2014 Disaster Preparedness calendar was completed and distributed. The top hazards in the community continue to be the focus of major mitigation efforts. A few capital improvements occurred in 2013, however, training and exercises continue to focus in these areas (wildland fires, severe winter storms, severe summer storms, tornadoes and transportation of hazardous materials). Due to the floods in September of this year, FEMA has made funds available for the State of Colorado, including Fort Collins, for immediate mitigation projects with focus on wildland fires and flooding. Currently some recovery funds provided by FEMA are being used to make repairs and mitigate future flood impacts. The mitigation efforts currently are focused on restoration of the natural filtration system in the Poudre River Basin and repairs from the flood.

RESPONSE

OEM participated and assisted with the coordination of the annual response exercise at the Center for Disease Control and CSU Bio Safety Lab Level III. Several Fort Collins personnel participated in the annual exercise at the Loveland Fort Collins Airport which is required by the Federal Aviation Administration.

Winter snow storms again did not impact the City in 2013 as much as they have in previous years. With cold temperatures in December and anticipation of even colder temperatures in January, OEM staff worked together with various agencies in the area to be sure that the “at risk” population would be provided for in extreme winter conditions. Planning Development and Transportation personnel and OEM continue to work together to be prepared for winter storms as well as the MAX/BRT system and examination of the train traffic and associated hazards it presents to the community. Water/Wastewater and Light and Power continue to also work with OEM on plans for flooding and power outages.

RECOVERY

Debris management plans, damage assessment plans, and resource needs assessment continue to be the primary areas of focus in recovery. The High Park Fire of 2012 and the Galena Fire were a major focus in early 2013 and the September flood in late 2013. 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. Lessons learned,

corrective actions, and mitigation from the flood of 1997 proved very successful during the flood in September of 2013.

ADDITIONAL ACTIVITIES/SPONSORED TRAINING/SERVICES

- Northeast All Hazard Region (Participant)
- 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
- Abducted School Bus Exercise with PSD
- Center for Disease Control Exercise
- Fort Collins Loveland Airport Exercise
- Continuation of an “OEM Internship” Program with CSU
- OEM & JAX’s 6th Annual Preparedness Fair
- International Association of Emergency Managers Conference (Conference Committee)
- Colorado Emergency Managers Conference (Conference Committee)
- Incident Command System 100, 200, 700 and 800 courses (Instructed to CSU, Fort Collins, Poudre School District)
- Disaster Management for Water and Wastewater Facilities (instructed)
- Disaster Management for Public Safety Personnel (Instructed)
- Disaster Management for Hospitals and Healthcare Infrastructure (hosted)
- Community Awareness Program (Instructed)
- National Weather Service “Weather Spotter” workshop (hosted)
- Colorado Emergency Management Academy (participant)

INSPECTION SERVICES

Assistant Fire Marshal Shawn McGaffin

The Inspection Services 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 Authority engine companies. Specific activities focus on compliance negotiation, preparation of appeals and court cases, 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 represents an overview of 2013 inspection activity:

Total businesses and multifamily residences on record	5,517
Total sprinkled businesses	1,575
Total multifamily residential homes	519
Total sprinkler inspections completed	3,080
Total general inspections completed in non-sprinkled businesses	800
Total businesses written for hazards	519
Percent of violations brought up to code	95%

INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2012	2013	% of Change
Total Businesses on Record	5,090	5,517	8.4%
Inspections Conducted	4,469	3,880	-13%
Total Businesses written for Hazards	495	519	4.85%
Re-Inspections Conducted	495	519	4.85%

A new program has been implemented for the 2013 year, which allows the user to search and acquire any combination of statistics or information based on information gathered during sprinkler and general fire inspections. More importantly, it allows the CSS Division to share the gathered information with the Operations Division. This means any pertinent information such as owner information, suppression system location, building construction information or the last inspection date can be found while en route to any emergency. The High Plains program started collecting data on January 1, 2013. The implementation of this complex program required time in educating the inspectors on its use. The program, originally built to run on the use of paper-driven procedures, was transformed by the IT department by creating a Mobile Inspection Program (MIP) that can be used in the field for more accurate and immediate entry of information. This computer program and the development of the MIP has made the Inspection Services Division of the CSS a paperless division working strictly with computer and online data collection and distribution to both business owners and to the PFA.

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 2013, 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. Each inspection contact is dealt with by the inspector assigned to that particular business. All actions are then documented in the High Plains program ensuring correction of each violation and communication of what was completed.

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. In 2013, 35 of these lock-ups were performed. In 2013 CSS revised the current Knox Box Policy to make it user friendly to the emergency crews on-scene. The new policy now color codes the keys as to their function as well as the requirements for the set number of keys. The implementation of all keys meeting the new standard will take place as the inspectors inspect each sprinkled building equipped with a Knox Box during the 2014 year. Tent permits are issued, particularly at special events, to ensure public safety. In 2013, PFA performed 65 of these inspections.

FIRE SUPPRESSION TECHNICIANS

This group of employees provides the required annual and semi-annual fire sprinkler inspections as well as general fire inspection of non-sprinkled buildings. This group of six inspectors 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. These individuals also enter all data into the High Plains program that is then shared with all branches of the PFA. Every business within PFA's jurisdiction is now assigned an inspector giving business owners a single point of contact for any fire code related issues.

FIRE INSPECTION COORDINATORS

The Fire Inspection Coordinators (FICs) provide the community with a 24-hour fire prevention resource. In 2013, the six FICs conducted 606 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 conduct many of the Inspection Contacts reflected above that are of high hazard and are in need of immediate attention. These individuals interact with customers by providing them with expertise and outstanding customer service any day of the week at any hour of the day.

FICs also conduct 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

Special Events – Special events or large crowd gatherings are popular within the City of Fort Collins and surrounding areas inside the PFA jurisdiction. These events require permits that must be reviewed and approved by PFA. These events are reviewed and requirements are set through the Inspection Services Division. PFA staff educates event organizers of the requirements for vendors and tents and the need for emergency access. Some events require educating emergency crews of road closures or high life hazard gatherings. Other events require the implementation of Incident Action Plans and address the need for additional resources working during the events. Some of the large events that took place in 2013 include the Pro Cycle Tour, New West Fest, Tour De Fat, the Beer Festival, the Colorado Marathon, and the Horsetooth Half Marathon.

Marijuana Occupancies – With the legalization of marijuana dispensaries and grow operations in 2013 a new program has been adopted to ensure the safe operation of these facilities. These occupancies are complex in the initial set up of operation and the procedures used in the manufacturing of marijuana and the extraction of THC. This program works closely with local law enforcement as well as state inspectors to ensure all requirements are understood and met by business owners. Due to the complexity of operations, a Marijuana Occupancies policy has been developed by the CSS staff. It is this policy that is used to ensure all extraction procedures are completed in a safe manner and that all local and state ordinances are followed. This program begins educating the business owner before the plan is reviewed. A general inspection is then completed for the facility to ensure compliance with the fire code. The business is then set on cycle, which has them inspected regularly. The process of extracting THC from marijuana has proved to be very volatile and has created explosions and fires nationwide. It is this program that will regulate the set up and use of the extraction operation. Because of the complexity of these occupancies a single inspector and the Assistant Fire Marshal of Inspection Services work together to manage this program.

Poudre School District (PSD) Industrial Program – During 2013, the CSS completed the 13th year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 58 school inspections and inspected the administrative complex. A single inspector is necessary, not only for the reasons stated above, but also due to the complexity and geographic distribution of PSD facilities. This unique partnership is truly a model for both the educational community as well as the fire service.

Assembly Occupancies – These occupancies are of particular interest to the PFA inspection process due to their high-risk environment. Weekly occupant load checks are supplemented by annual inspections that educate bar owners and

ensure that these establishments are safe for patrons and staff alike. This is a primary focus for the FICs.

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

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

Greek Life Safety Program – This partnership with Colorado State University Greek Affairs is in its eleventh year. In 2013, 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 conducted by a single PFA resource.

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 2013, 519 R-occupancy inspections were completed. A large portion of these complexes are non-sprinkled buildings but still require an annual general fire inspection. The CSS has used these facilities as an educational opportunity and enlist the help of up and coming FICs to complete these on an annual basis. This allows firefighters interested in fire prevention the opportunity to get hands on training of both the inspection and the computer systems used in CSS.

FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal Shawn M. Brann - CFI

In 2013, the Poudre Fire Authority responded to 371 fire calls compared to 444 fire calls the previous year, a decrease of 16.4%. 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 could not be easily determined due to the extent of damage, possibility of arson, or other circumstances, a Fire Investigator responded to the scene. During 2013, 144 fires or 39% 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	112	78%
Arson	17	12%
Natural	2	1%
Undetermined	13	9%
Total	144	100.0%

Partnerships continued with local, State, and Federal law enforcement agencies in 2013. Fort Collins Police Services (FCPS), Larimer County Sheriff’s Office (LCSO), and the Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF) assisted the Poudre Fire Authority on seven fires during the year.

Law Enforcement Assistance to PFA Investigators			
<i>Agency</i>	<i>Number</i>	<i>% of Law</i>	<i>% of Total Fires</i>
ATF	2	29%	1%
FCPS	4	57%	2.7%
LCSO	1	14%	.5%
Total	7	100.0%	

A local Arson K-9 (dog), “Holly” was utilized on one fire in 2013. Through the hard work of Fire Investigators and the relationships with local law enforcement agencies, four arrests were made for arson in 2013, compared to two arrests in 2012. This reflects an Arson Clearance rate of 24% which is above 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	4	2.9%
Cases Closed	139	96.5%
Cases Not Closed	1*	.6%
Total Cases	144	100%

**Pending case awaiting further information for final disposition*

The total number of incendiary (arson) fires, as well as incendiary fires in structures, decreased in 2013. Although some areas of the United States continue to experience economy-related arson (fraud), that is not the case in the PFA jurisdiction. Some of the criminal motives encountered in 2013 include spite/revenge, vandalism, and crime concealment. The total fire loss for 2013 was \$4,573,833. This reflects a 33% decrease from 2012. Even though the total number of deliberately set fires decreased, the dollar loss from those fires increased 205% from the previous year. This increase was due to a single arson event involving a commercial structure.

Type	2012	2013	% of CHANGE from 2012 to 2013
Total Fires	444	371	-16.4%
Total Incendiary	21	17	-19.1%
Structure/Incendiary	8	7	-12.5%
All Other Incendiary	13	10	-23.1%
% Total Incendiary	3.8%	4.5%	
Total Dollar Loss	\$6,842,502	\$4,573,833	-33.2%
Total Dollar Loss Incendiary	\$441,000	\$1,346,200	205.3%
% Total Dollar Loss Incendiary	6.4%	29%	

FIRE PROTECTION SYSTEMS

Assistant Fire Marshal Joe Jaramillo
Fire Safety Inspector Roger Smith

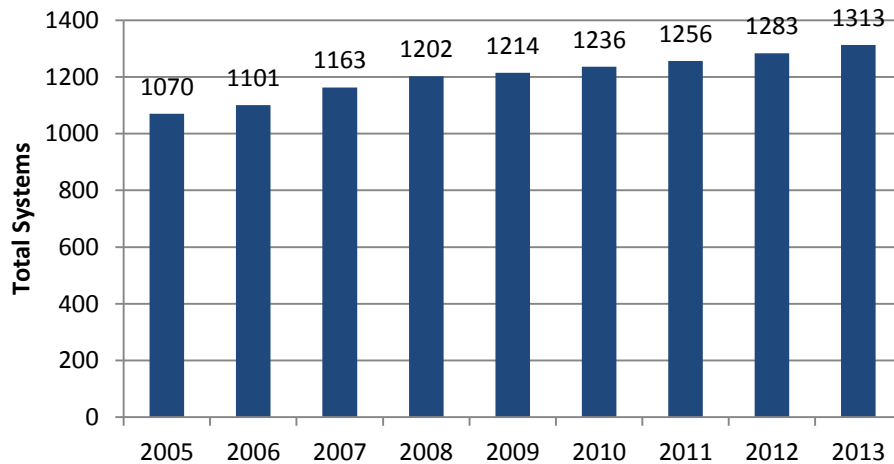
FIRE PROTECTION SYSTEMS IN THE COMMUNITY

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 function. Due to the technical nature of these system installations, 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 30 new systems. This change increased the number of buildings protected by fire sprinklers from 1,283 to 1,313.



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

Activity	2012	2013	% of Change 2012/2013
Total Fire Sprinkler Systems	1,283	1,313	+2.3%
New Sprinkler System Installations	27	30	11.1%
Sprinkler System Upgrades	140	98	-30.0%
One and Two-Family Residential Fire Sprinkler Systems Reviewed	4	6	+50.0%
New Fire Alarm Installations	105	82	-21.9%
Spray Booths Installed	3	4	+33.3%
Fire System Permits/Plan Reviews	260	220	-15.3%

TECHNICAL SERVICES

Assistant Fire Marshal Ron Gonzales
Fire Protection Technician Jim Lynxwiler
Fire Inspector I Garnet England
Fire Inspector II Roger Smith

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 2013, the economy of Fort Collins rebounded significantly as have the number of conceptual reviews. Staff has been fortunate to process several large projects and help establish new businesses. Staff has also been added to keep up the pace with conceptual reviews and building plan reviews.

ACTIVITIES & ACCOMPLISHMENTS

Development Reviews

In 2013, Development Review processed 40 more projects than the previous year, reflecting a good start to the economy. However, for this increase in numbers of reviews PFA has reviewed several new large-footprint projects. 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, new restaurants and the expansion of additional floor space for new technology at Avago Technologies. 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
2013	417	+174%
2012	152	

New proposals for privately owned, multi-family dwellings aimed at the college student market saw an increase in 2013. Several of these projects included Aspen Heights and the District at Campus West. Since the height of these new structures approaches 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 distilleries open for business in 2013.

The rejuvenation of the Mall and the renegotiated settlement to bring the Woodward Governor 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	2012	2013	% of Change
New Buildings	88	75	-15%
Tenant Finish	282	250	-11%
Bi-Directional Antennas	5	10	+100%
Fuel Tank Removals/Installs	5	20	+300%

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)

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

TECHNICAL RESEARCH REQUESTS

Technical Services does partner with Investigative Services in order to complete requests for technical research regarding fires, and unauthorized releases of hazardous materials and tank removal verification. In 2013, 23 evaluations were conducted.



May 1, 2013 – 3105 Regatta Lane – fireplace fire

2013 Statistical Analysis

2013 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 began in 2012 on a new strategic plan as part of the accreditation process, which will bring a new focus to the performance standards in 2014.

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 are displayed in graphs providing actual values and a 5-year history for PFA and national data when available (2013 national data will become available between September and November, 2014). Front Range departments as well as strategic planning partners were 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.

Goal 1

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

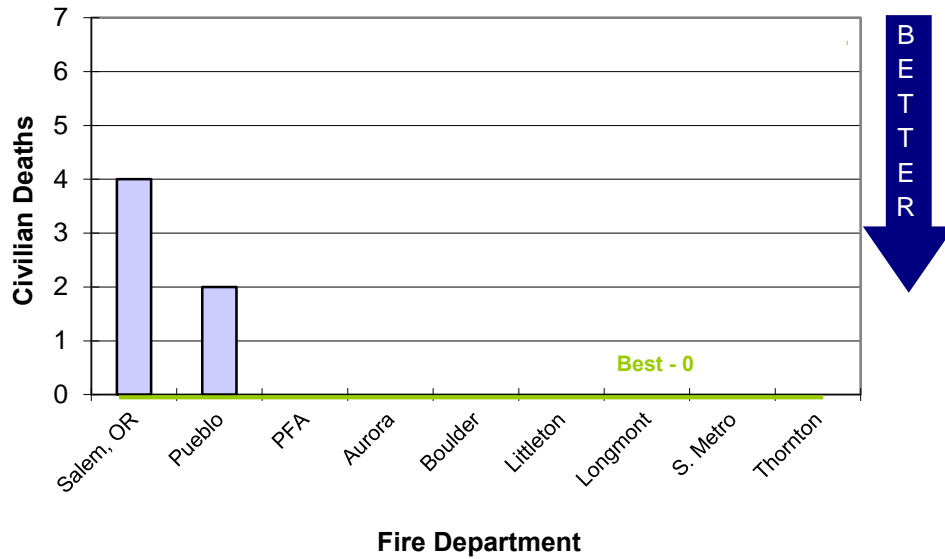
Standard 1.1 Civilian Fire Deaths

PFA's goal for this standard is to limit fire deaths to a five-year average of .5 deaths per 100,000 population. In 2013 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 the

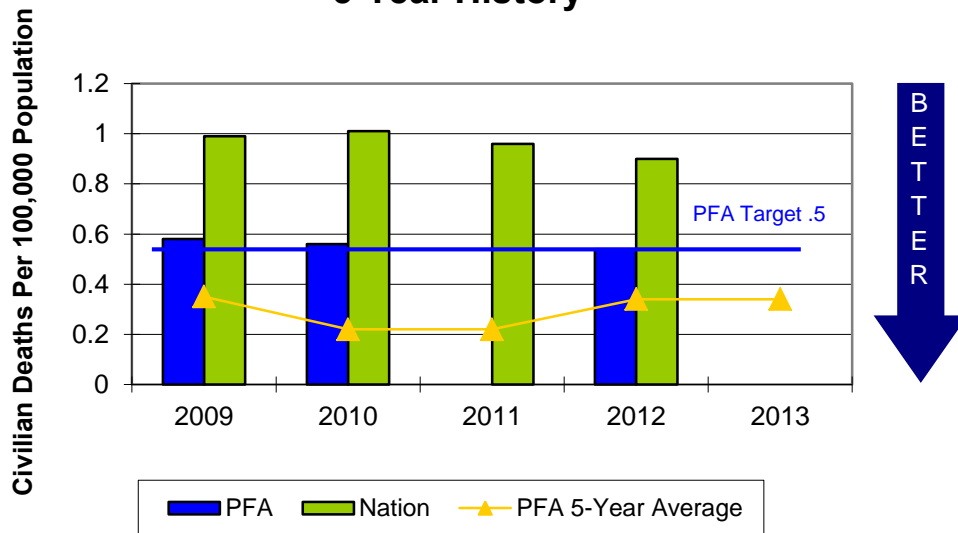
Outcome

occupant succumbed to the 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.

2013 Civilian Fire Deaths



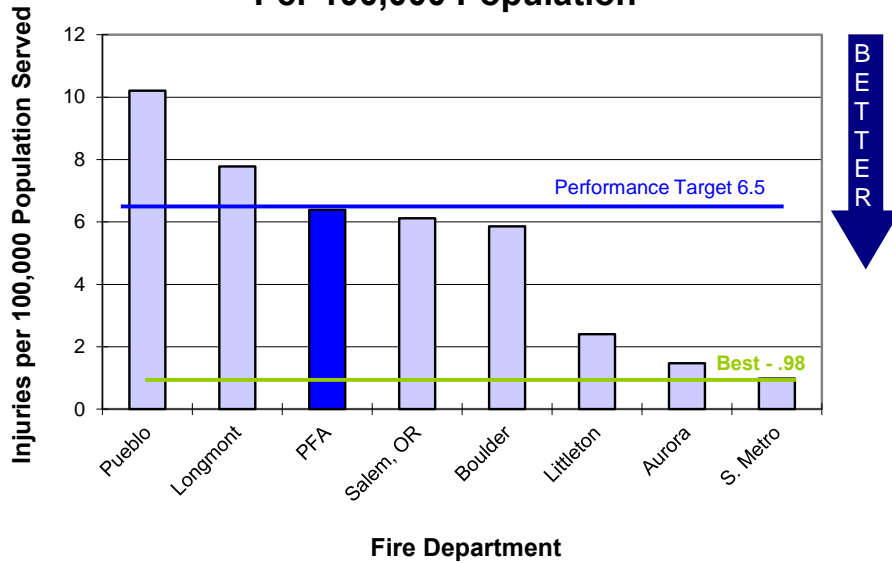
PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History



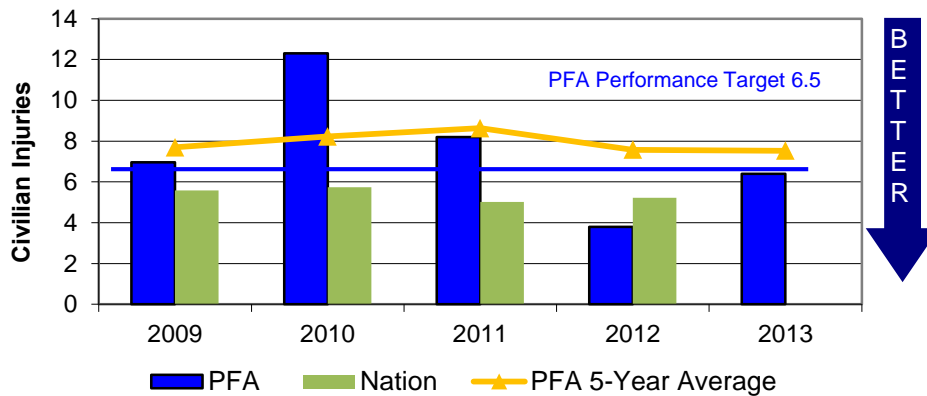
Standard 1.2 Civilian Fire Injuries

PFA's goal for this standard is to limit civilian fire injuries to a yearly average of 6.5 civilian injuries per 100,000 population. In 2013, the average is 6.39, 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. This measure will be reviewed during the accreditation and strategic planning process.

2013 Civilian Fire Injuries Per 100,000 Population



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

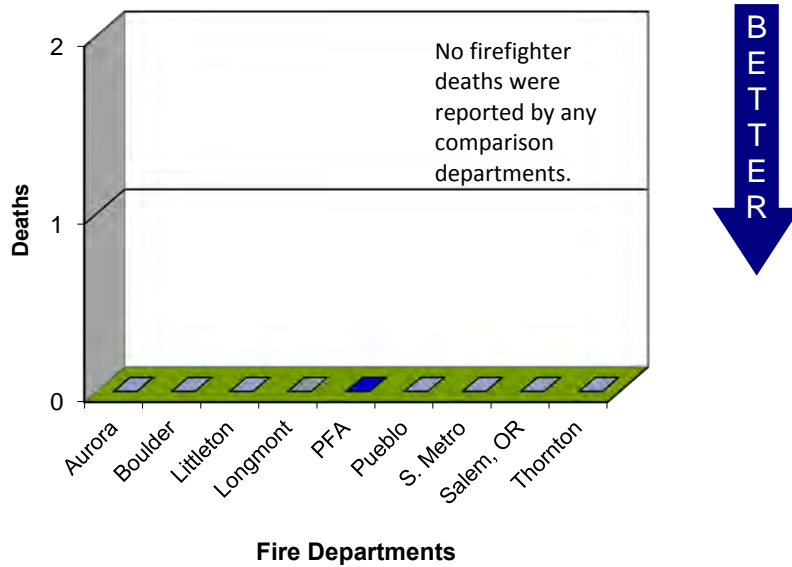


Outcome

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.

2013 Firefighter Deaths

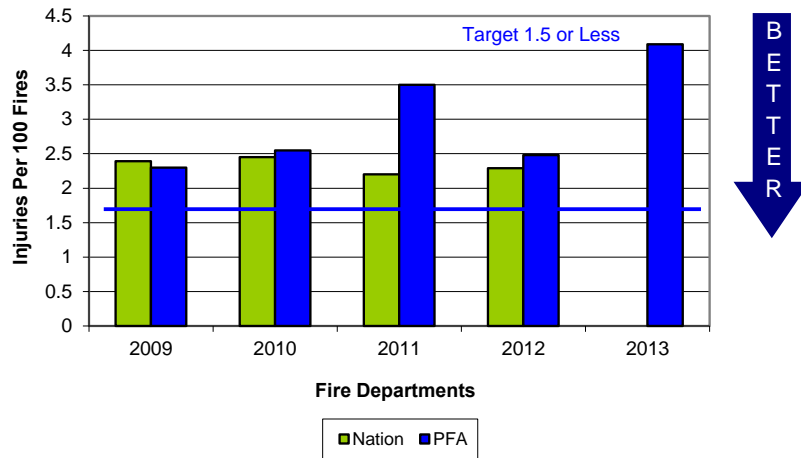


PFA has not had a line of duty death, and continued that trend in 2013 with zero firefighter deaths.

Standard 1.4 Firefighter Injuries

PFA's goal with this standard is to limit firefighter injuries on the fire ground 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. In 2013, fire ground injuries increased by 4, and the number of fires dropped by 77, contributing to the higher number of injuries per fire.

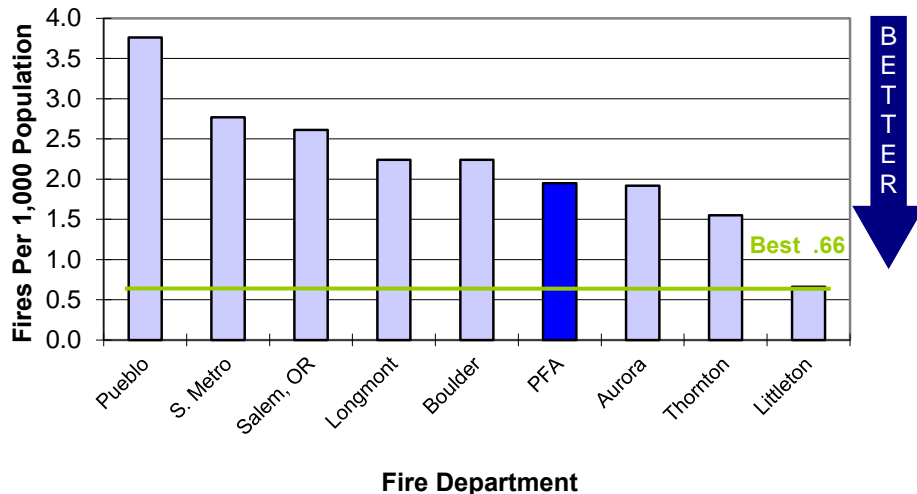
PFA & Nation Firefighter Injuries Per 100 Fires 5-Year History



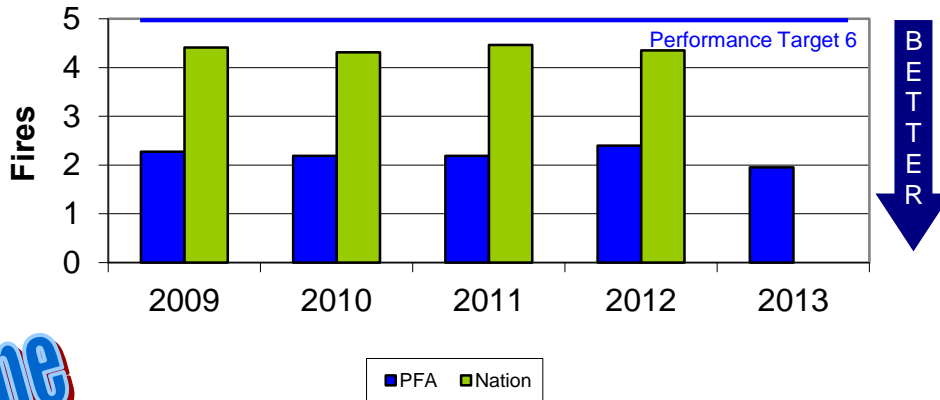
Standard 1.5 Total Fires

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

2013 Number of Fires Per 1,000 Population



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

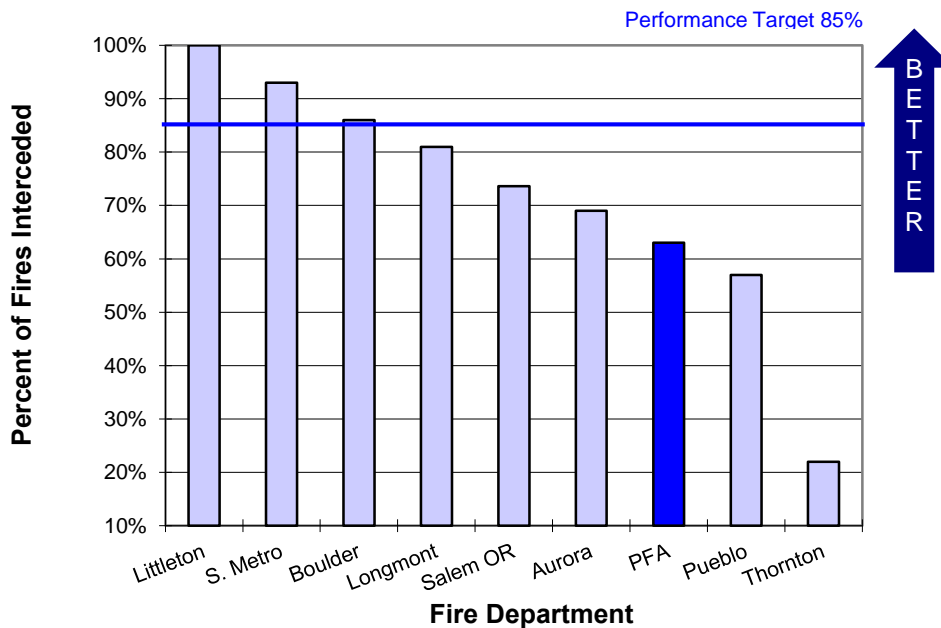


Outcome

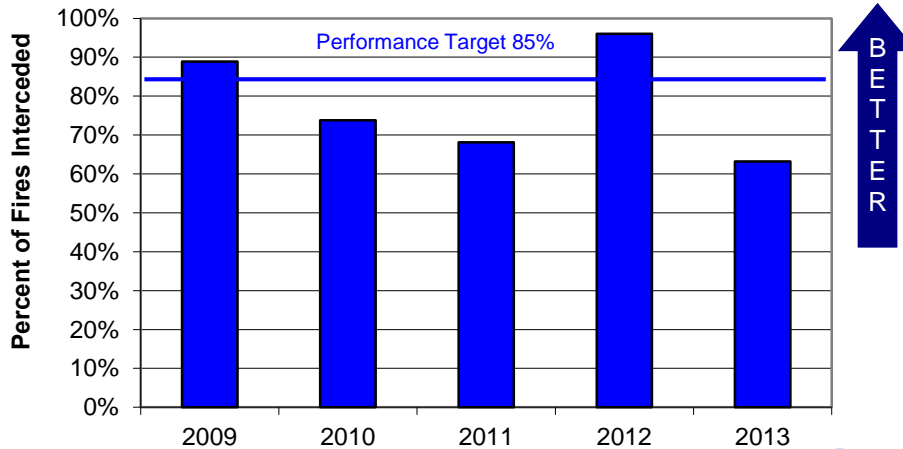
Standard 1.6 Fire Extensions Beyond the Room of Origin

PFA's goal is to intercede before fire extends beyond the room of origin in 85% of all structure fires within the urban service area. This standard measures the success of all Authority services (education, prevention, and response) 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



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

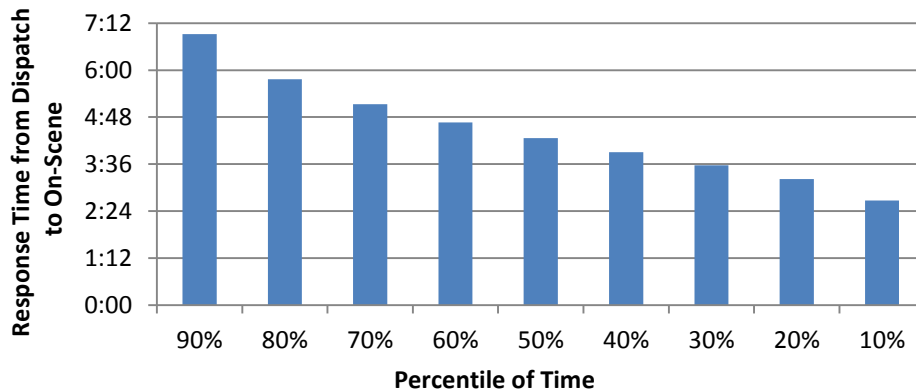


Standard 1.7 Response Time

Outcome

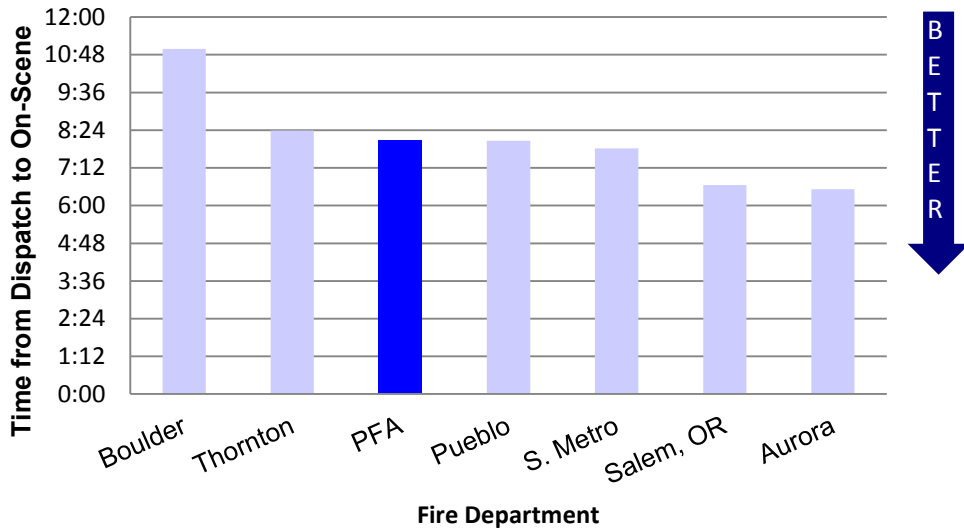
Through the accreditation process this measure has changed from average response time to percentile response times (as shown in the following chart). The majority of comparison departments do not report average response time any longer, therefore a comparison chart is shown which includes the time of arrival on-scene of the first due unit at the 90th percentile response time from time of dispatch for all emergent incidents. The 90th percentile comparison allows for a reduction in variation of outliers. In addition, PFA requested comparison data from Front Range and Strategic Planning partners for the 90th percentile of the arrival of first due to both structure fires and EMS incidents.

2013 Emergency Percentile Response Times for First-Due Unit

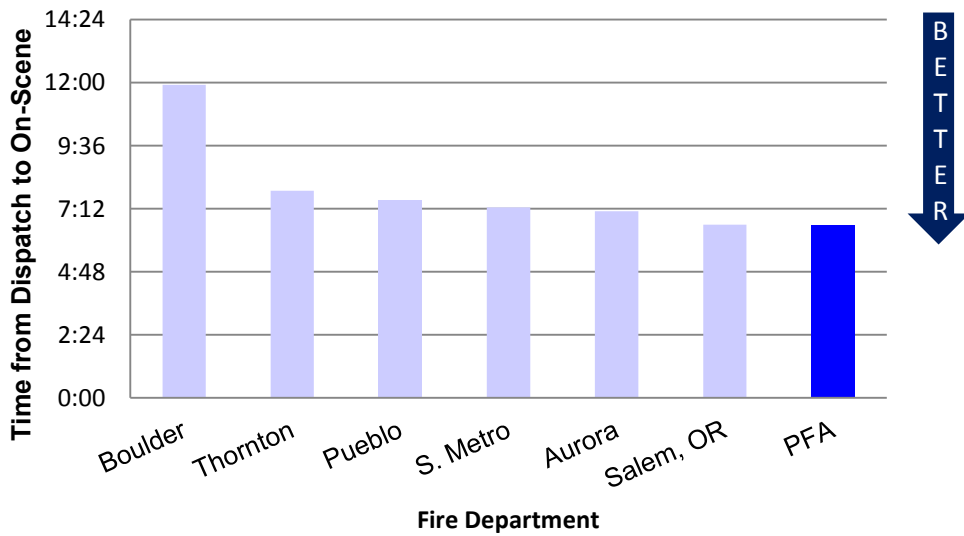


This is the first year of collecting Arrival of First Due data; therefore consistency in reporting by comparison departments is a work in progress.

Arrival of First Due - Structure Fire (90th Percentile)



Arrival of First Due - EMS (Medical) (90th Percentile)



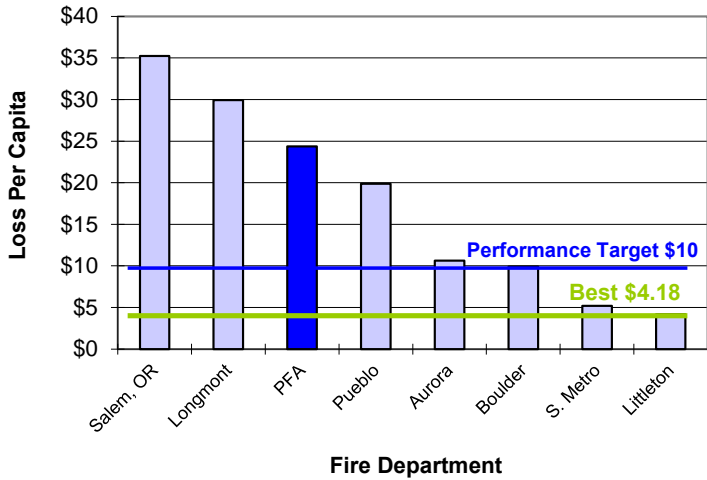
Goal 2

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

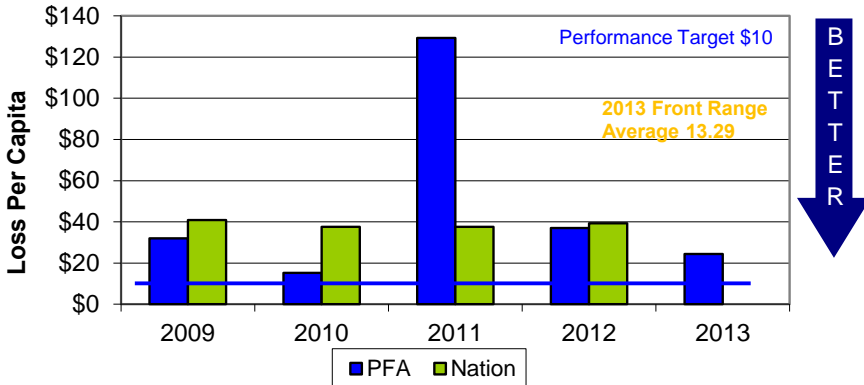
Standard 2.1 Property Loss Per Capita

PFA’s goal for this standard is to limit direct estimated fire loss to \$10 per capita. The \$10 per capita standard continues to be an aggressive goal, and at the time the strategic plan was written, in 2004, 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 2013.

2013 Fire Loss Per Capita



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



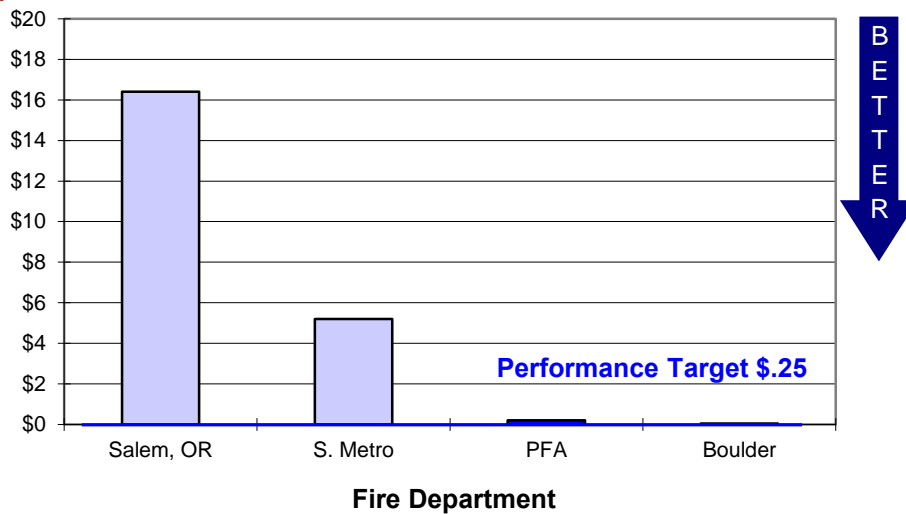
PFA’s 2011 loss per capita is the highest on record due to two high loss fires: Penny Flats and the CSU Equine Reproduction Lab.

Standard 2.2 Loss Per Value of Property Protected

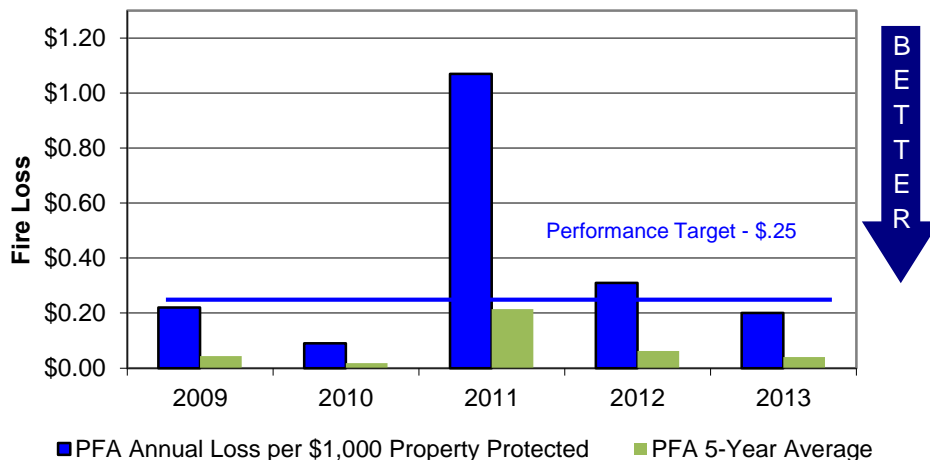
The PFA goal with this standard is to minimize direct and indirect loss due to fires to a five-year average of \$.25 per \$1,000 of property protected. PFA has met this goal for the past ten years, but came very close to the performance target in 2011 due to the CSU Equine Reproduction Lab fire, Penny Flats fire, and three large loss residential fires. This goal was established in 1987, when \$.25 equaled PFA's five-year average; PFA set the performance target at its five-year average realizing that efforts were being made to minimize loss, and it would be unreasonable to expect no fire loss.

Outcome

2013 Loss Per \$1,000 Property Protected



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

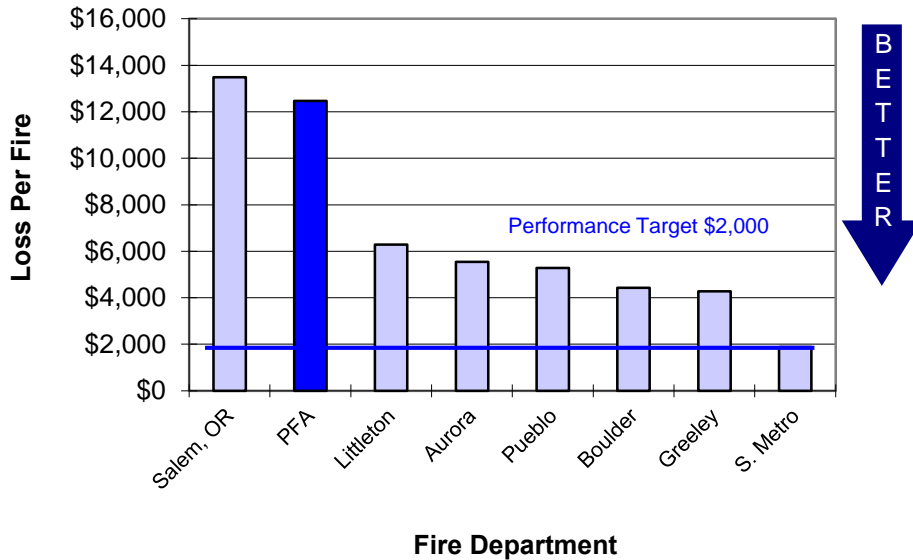


Standard 2.3 Loss Per Fire

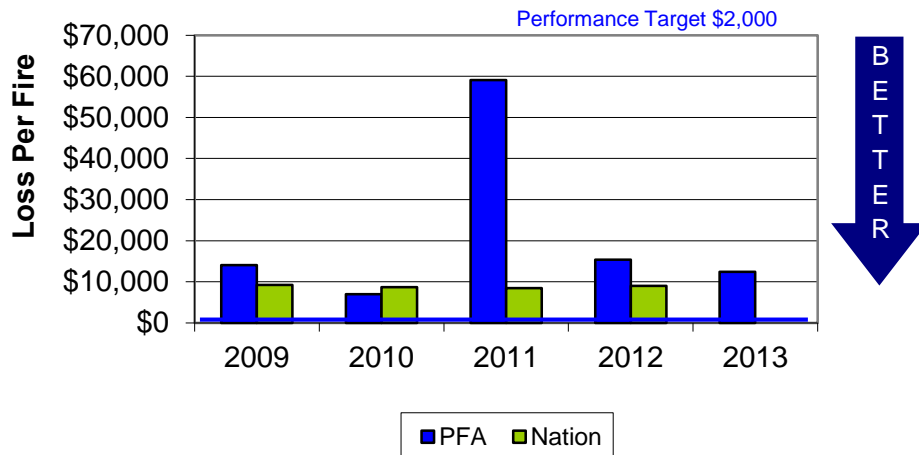
PFA's goal is to limit the average estimated loss per fire to \$2,000; an aggressive performance target, even in 1995 when it was established. This goal has not been met since 2000, and will be updated in the new strategic plan and through the accreditation process.

Outcome

2013 Fire Loss Per Fire



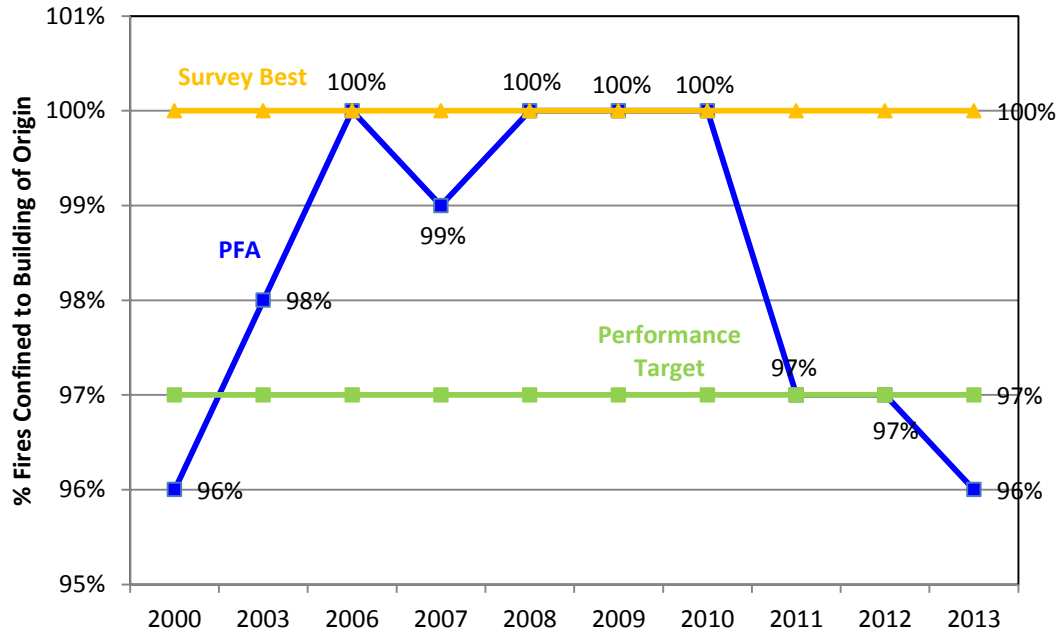
PFA & Nation Fire Loss Per Fire 5-Year History



2011 included two very large-loss fires: 1) CSU Equine Reproduction Lab (\$12 to \$15 million), and 2) Penny Flats (\$6.5 million). In 2013, there were two multi-family apartment structures with combined losses of \$950,000, and a large-loss commercial building fire at Signs Now with a \$1,200,000 loss.

Standard 2.4 Urban Fire Control

Confining fires to building of origin in 97% of all structure fires in the urban response area is the PFA goal for this standard. The drop in 2013 is a result of three fires that spread to other structures.

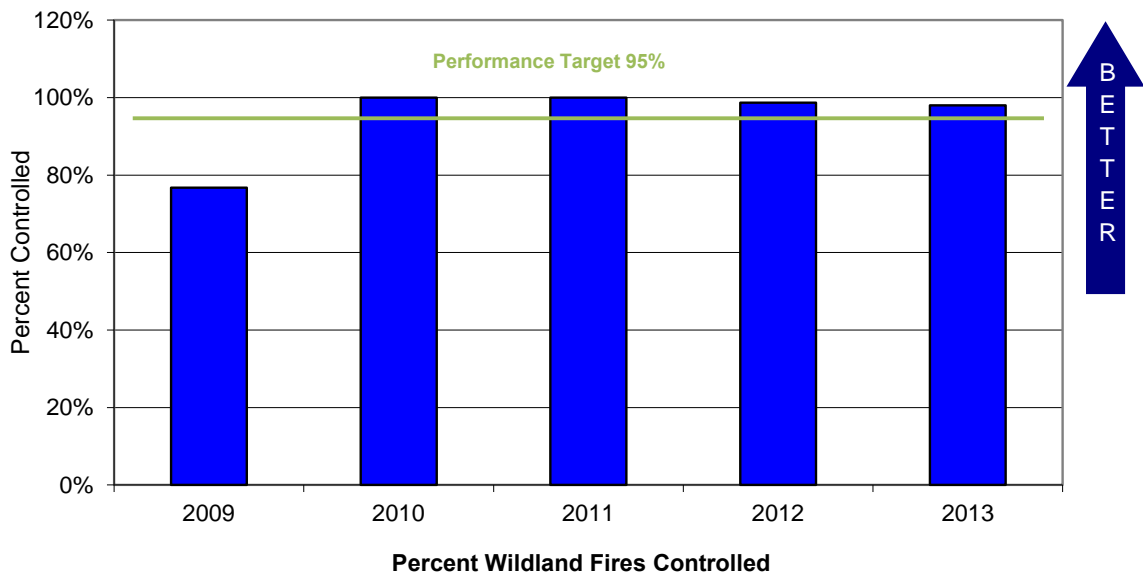


Standard 2.5 Rural Fire Control

PFA's goal is to minimize the impact of the wildland/urban interface areas of the community through multi-jurisdictional cooperation and by maintaining the PFA suppression forces at a level commensurate with identified values at risk. 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. On March 15, 2013 the Galena Fire began near Lory State Park; this fire was not controlled within the two hour or twelve hour standards. The Galena Fire burned approximately 1,400 acres, lasted five days, and incurred an estimated fire loss of \$30,000.

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

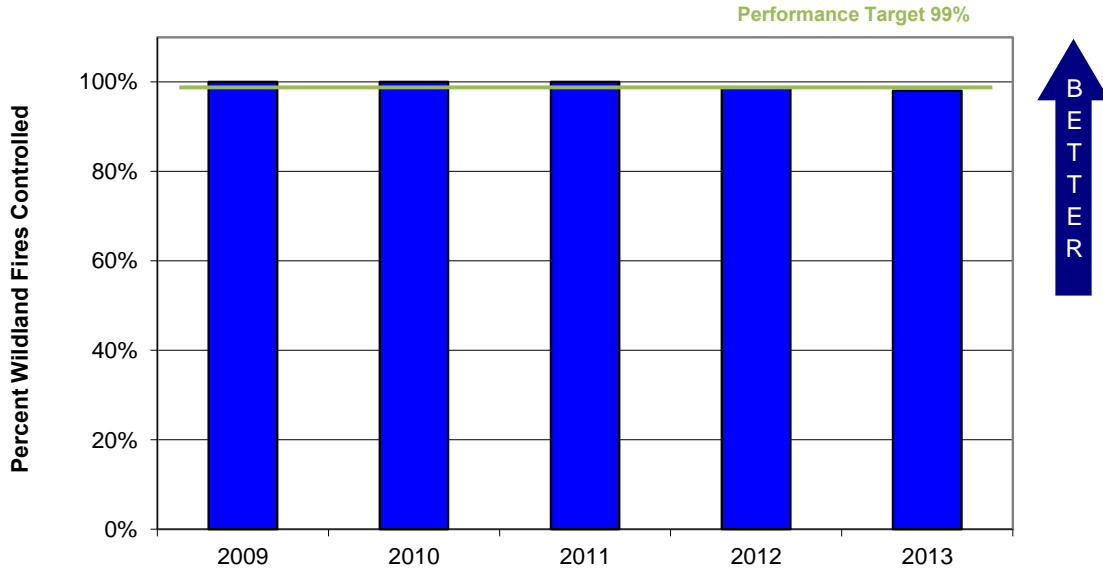
PFA Wildland Fires Controlled within Two Hours 5-Year History



Outcome

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

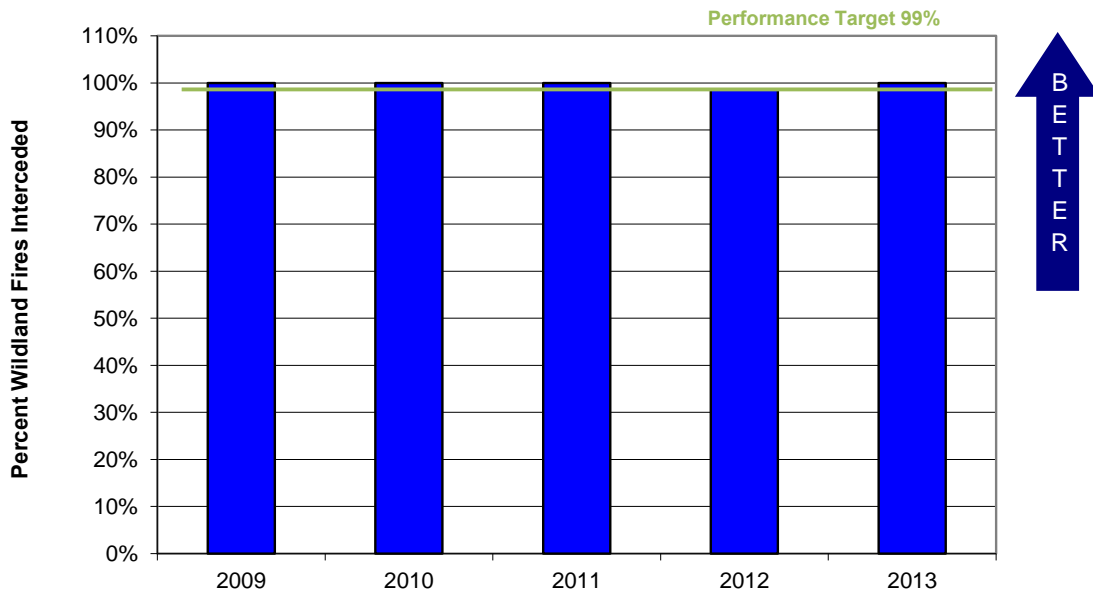
PFA Wildland Fires Controlled Within First 12-hour Operational Period 5-Year History



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

Outcome

PFA Wildland Fires Interceded Before Fire Spread



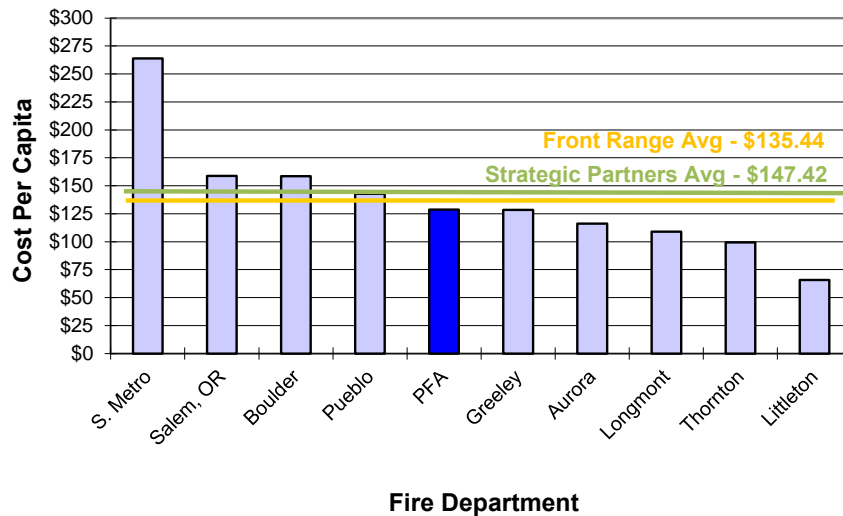
Goal 3

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

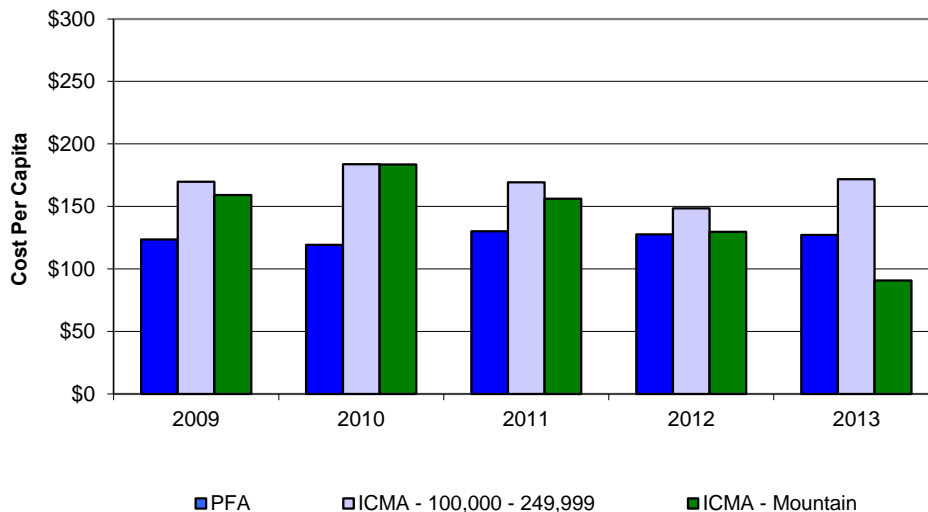
The PFA goal for this standard is to maintain per capita costs below the average for similar size jurisdictions within the Rocky Mountain region. PFA continues to exceed this goal.

2013 O&M Budget Per Capita Strategic Planning Partners and Front Range Departments

Input Data



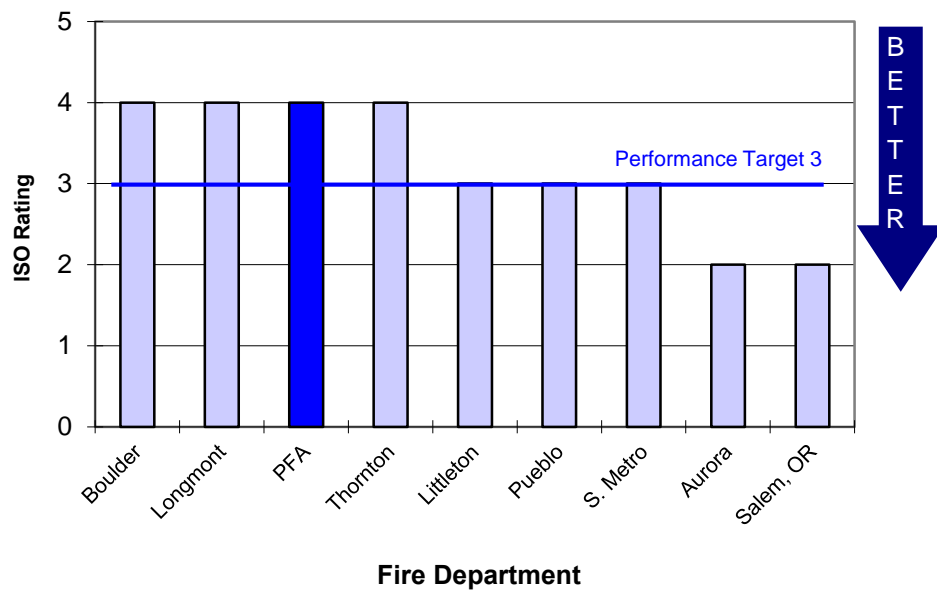
Total O&M Expenditures Per Capita PFA Comparison to ICMA Data



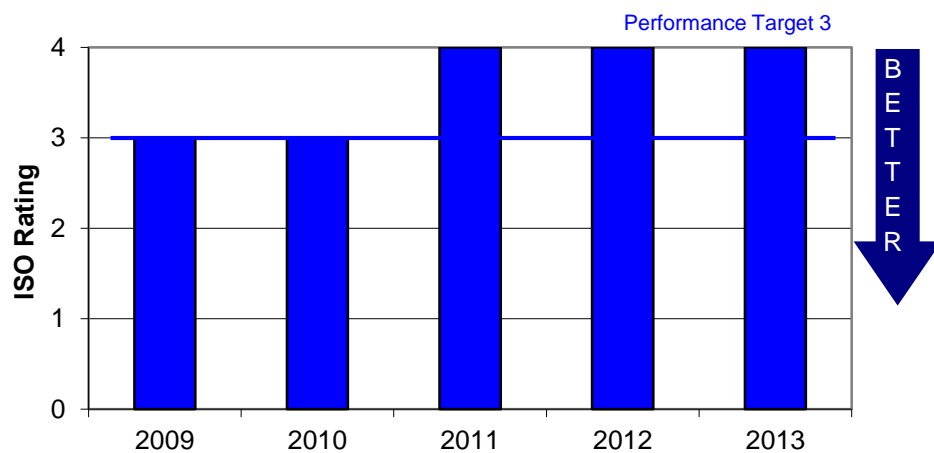
Standard 3.2 Insurance Rating

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; in 2010, ISO rated PFA at a 4 rather than a 3.

2013 Urban ISO Rating Per Community



PFA Urban ISO Rating 5-Year History



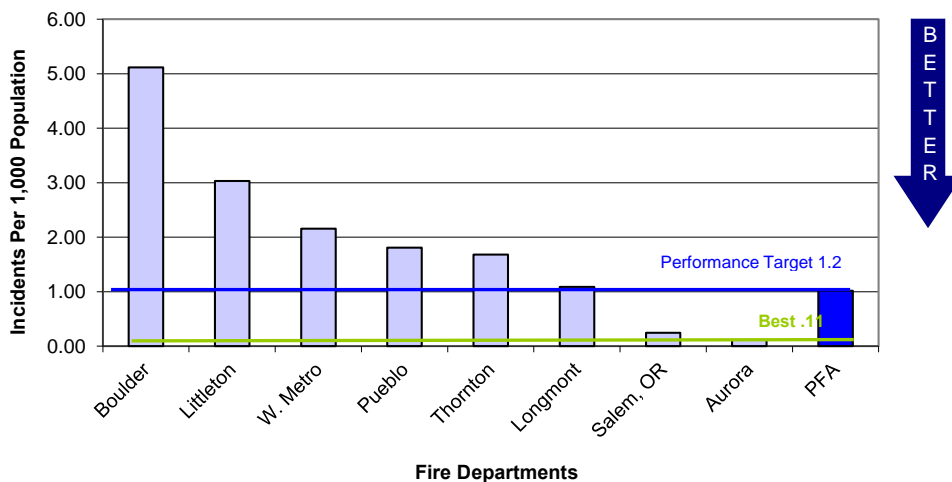
Goal 4

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

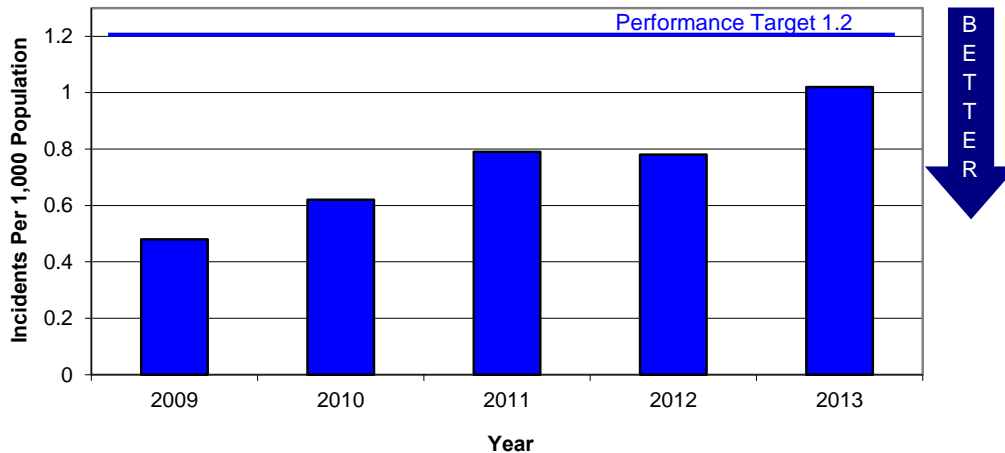
Standard 4.1 Hazardous Materials Incidents

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.

2013 Hazardous Materials Incidents Per 1,000 Population



PFA Hazardous Materials Incidents 5-Year History



Input Data

Standard 4.2 Homeland Defense

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 powder testing.
- 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.”

Outcome

Standard 5.1 Overall Resident Satisfaction

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.

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 benchmarks as shown in the following table.

Type of Service	Quality of Service Rating Very Good/Good					2012 National Comparison	2013 National Comparison
	2003	2008	2010	2012*	2013		
Overall Fire Services	90%	94%	96%	85%	89%	Similar	Similar
Fire Response Time	--	--	--	84%	89%	Much Above	Above
Fire Prevention/ Education	--	--	--	72%	742%	Much Above	Much Above

Overall, ratings for the majority of safety services stayed strong from 2010 to 2013. However, lower evaluations were given to the quality of fire services overall (96% “very good” or “good” in 2010 versus 85% in 2012, and 89% in 2013). 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

PFA's goal is to maintain a 90% overall satisfaction rate with businesses. This survey is not conducted annually; the most recent responses are from 2012.

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

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.



2013 Emergency Response Service Survey Results

Total Number of surveys mailed	490
Total Number of surveys returned	86
Percentage of surveys returned	17.55%

	Excellent	Good	Fair	Poor	N/A
1. How easy was it to report your emergency to the 911 dispatcher?	77.91%	13.95%	0.00%	1.16%	5.81%
2. Rate our response time.	80.23%	15.12%	1.16%	0.00%	2.23%
3. Rate the courtesy of the Firefighters on the scene.	95.35%	2.33%	1.16%	0.00%	0.00%
4. Were all our actions clearly explained?	90.70%	4.65%	1.16%	0.00%	1.16%
5. How would you rate our overall services provided?	95.35%	2.33%	1.16%	0.00%	0.00%

Goal 6

“Maximize citizen and employee input.”

This goal was added to the strategic plan and approved by the PFA Board of Directors on April 27, 2010. PFA is dedicated to continually increasing 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 employees of the Authority. Through the extensive session mentioned above, PFA’s new Core Values, Mission, and Vision were established and approved by employees and the Board of Directors.

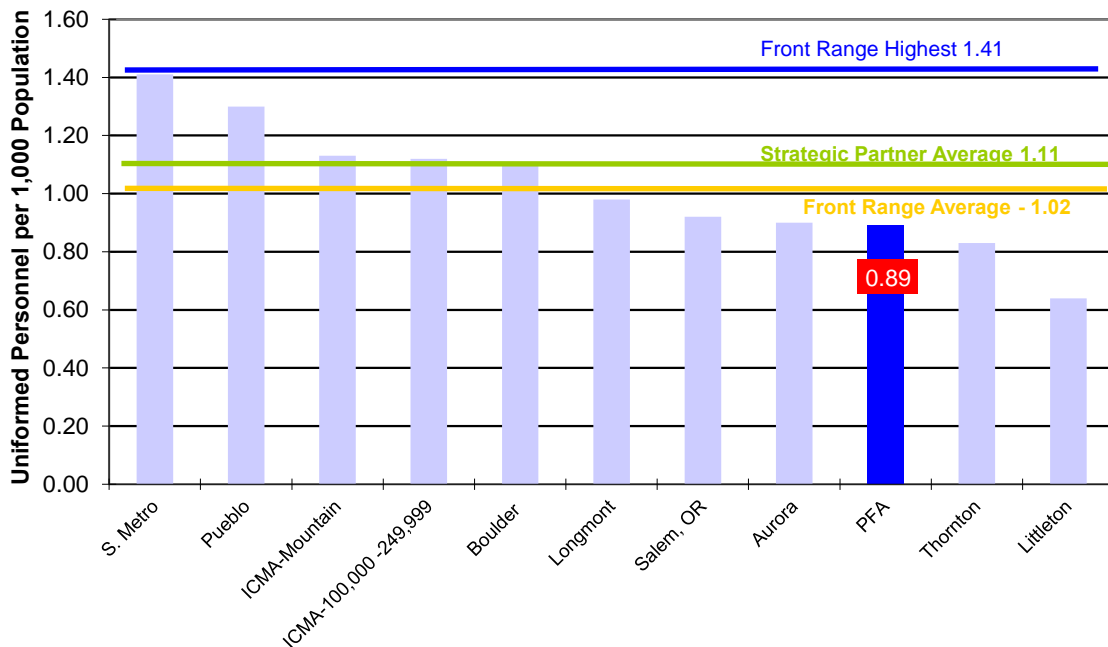
In 2013, PFA Senior Leadership taught two courageous communications classes to all PFA employees. Feedback from these classes has been positive, and the Forging a Courageous Organization program will continue into 2014.

Uniformed Staffing Levels

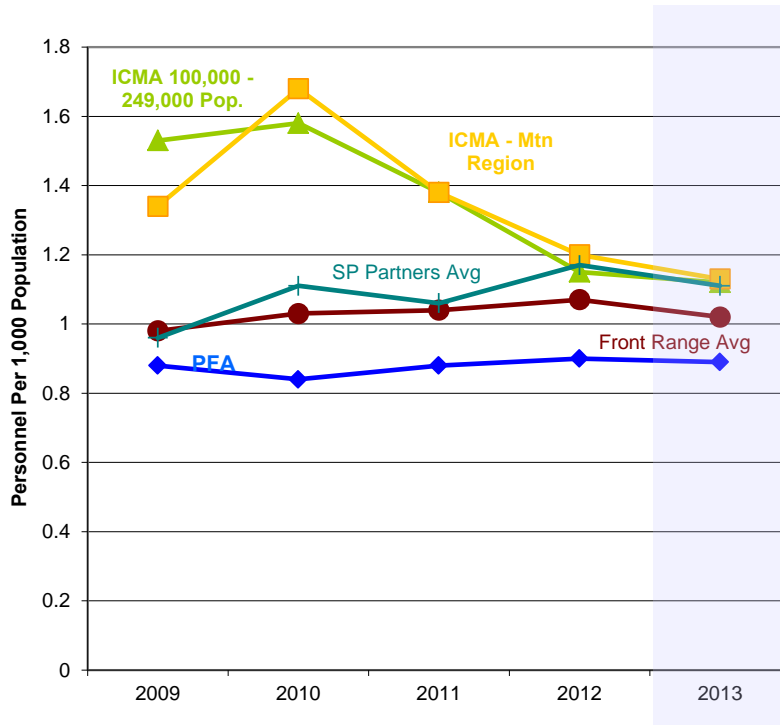
The uniformed personnel per capita performance measure is not included in any of the strategic planning goals; however, it does provide a means to compare the performance standards against staffing levels. In 2013, the PFA served a population of 187,788 in its jurisdiction. PFA's definition of performance 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 .89 firefighters per 1,000 population served, while the Front Range average is 1.02 firefighters per 1,000 population served. The difference between a staffing level of .89 firefighters per 1,000 residents and 1.02 firefighters per 1,000 residents is approximately 24 fewer Authority uniformed personnel than the Front Range average. This equates to an approximate \$2,530,000 cost avoided.

Input Data

**2013 Uniformed Personnel Per 1,000 Population
Strategic Planning Partners and Front Range
Departments**

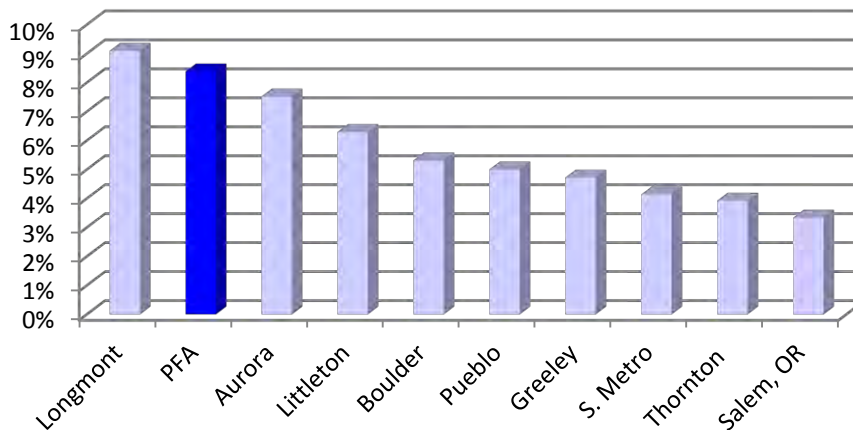


Uniformed Personnel Per 1,000 Population



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 of diversity in the workforce.

2013 Percent of Female Uniformed Employees to Total Uniformed



CITY/DISTRICT COMPARATIVE STATISTICS

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
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
2013	CITY	83.65	82.18	82.10
	DIST	16.35	17.82	17.90

**2013
PFA COMPARISON TO ICMA
BASELINE DATA REPORT**

Firefighter's Annual Base Salaries (Entrance), 1 January 2013

<u>PFA Entrance Salary</u>	2012 - \$47,060		2013 - \$48,178	
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	40,887	33,397	40,128	48,052
Population Group				
Over 1,000,000	46,567	44,626	46,312	48,380
500,000-1,000,000	45,807	43,943	45,619	47,483
250,000 - 499,999	46,579	40,452	43,681	51,490
100,000 - 249,999	47,931	38,888	48,944	54,124
50,000 - 99,999	45,728	38,000	44,084	52,248
25,000 - 49,999	41,863	34,249	40,216	47,567
10,000 - 24,999	37,689	31,287	37,833	44,278
Geographic Division				
New England	42,649	37,375	43,446	47,119
Mid-Atlantic	37,600	35,951	39,190	42,100
East North-Central	44,845	40,038	43,872	50,832
West North-Central	34,990	30,156	35,643	43,958
South Atlantic	32,560	28,812	32,514	34,958
East South-Central	31,381	27,452	32,064	34,519
West South-Central	38,385	32,092	37,852	44,092
Mountain	41,268	36,521	41,160	46,747
Pacific Coast	57,358	49,899	56,526	63,110

Firefighter's Annual Base Salaries (Maximum), 1 January 2013

PFA MAXIMUM SALARY		2012 - \$69,706		2013 - \$71,370
<u>Classification</u>	<u>Mean</u>	<u>First Quartile</u>	<u>Median</u>	<u>Third Quartile</u>
Total, all cities	57,091	46,777	55,866	65,704
Population Group				
Over 1,000,000	64,843	62,454	65,532	67,576
500,000-1,000,000	65,844	61,398	65,800	70,286
250,000 - 499,999	64,322	59,732	64,316	68,365
100,000 - 249,999	65,839	58,801	63,658	73,359
50,000 - 99,999	63,344	54,508	62,289	71,960
25,000 - 49,999	58,912	50,384	56,641	66,266
10,000 - 24,999	52,534	42,056	50,898	60,594
Geographic Division				
New England	56,077	49,244	55,184	58,538
Mid-Atlantic	62,980	55,160	63,658	78,773
East North-Central	60,705	51,908	60,663	68,654
West North-Central	51,628	41,739	50,290	57,769
South Atlantic	49,501	43,345	48,664	55,789
East South-Central	45,795	38,313	48,039	52,561
West South-Central	51,840	42,816	52,447	61,310
Mountain	58,757	53,280	58,711	66,156
Pacific Coast	73,771	65,386	73,674	82,998

Expenditures for Salaries and Wages

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	99.11	95.32
Population Group		
Over 1,000,000	103.10	0
500,000 – 1,000,000	181.99	73.44
250,000 – 499,999	124.34	81.09
100,000 – 249,999	95.02 PFA 88.29*	95.60 PFA 90.94**
50,000 - 99,999	104.71	108.95
25,000 - 49,999	100.58	106.27
10,000 - 24,999	95.04	87.32
Geographic Division		
New England	101.82	107.08
Mid-Atlantic	92.20	65.16
East North-Central	96.32	99.85
West North-Central	65.24	53.22
South Atlantic	121.71	105.83
East South-Central	109.03	107.72
West South-Central	91.45	88.11
Mountain	82.10	85.15
Pacific Coast	117.41	136.93

* 2012 – This increase includes six firefighter positions as a result of the City of Fort Collins Keep 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.

** 2013 – This increase includes the addition of a division chief as a result of the City of Fort Collins Keep Fort Collins Great funds, an emergency management specialist, and a secretary I, a 2.37% salary increase for firefighter and related positions, a 1.06% salary increase for captain and related positions, a 12% increase in hourly salaries (Fire Prevention inspectors), 4% increase in overtime, and a decrease in termination pay of 82%. Total personnel expenditures increased by \$772,281.

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

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	22.24	22.38
Population Group		
Over 1,000,000	21.73	26.59
500,000 – 1,000,000	23.51	28.88
250,000 – 499,999	34.87	26.09
100,000 – 249,999	23.57 PFA 9.53*	24.91 PFA 9.92**
50,000 – 99,999	28.37	26.50
25,000 – 49,999	22.40	23.32
10,000 – 24,999	20.09	20.18
Geographic Division		
New England	17.39	22.11
Mid-Atlantic	23.50	23.50
East North-Central	23.42	24.96
West North-Central	13.92	11.12
South Atlantic	29.01	26.79
East South-Central	20.86	24.66
West South-Central	17.94	16.13
Mountain	16.82	18.10
Pacific Coast	28.61	32.36

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

** 2013 – Number of positions increased by three (one division chief, one emergency management specialist, and one secretary I). PFA experienced a 2.37% salary increase for firefighter and related positions, and a 1.06% salary increase for captain and related positions, which drives retirement contributions.

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

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	17.84	18.57
Population Group		
Over 1,000,000	13.43	16.82
500,000 – 1,000,000	26.33	23.38
250,000 – 499,999	18.75	16.56
100,000 – 249,999	15.65 PFA 11.86*	15.69 PFA 12.20**
50,000 - 99,999	18.60	19.44
25,000 - 49,999	19.56	19.45
10,000 - 24,999	17.01	18.29
Geographic Division		
New England	23.86	26.90
Mid-Atlantic	20.82	15.25
East North-Central	19.18	21.43
West North-Central	11.85	10.91
South Atlantic	19.69	18.74
East South-Central	17.85	20.76
West South-Central	13.33	13.69
Mountain	14.84	15.65
Pacific Coast	21.53	24.56

* 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.

** 2013 – Includes a decrease of 6.8% in medical insurance, a decrease of 13% in dental insurance, a 57% increase in workers’ compensation insurance, an 11% increase in FPPA death & disability, and an increase of 126% in long-term disability (includes those uniformed positions that are no longer eligible for FPPA death & disability due to age).

Total Personnel Expenditures

<u>Classification</u>	<u>2012 Per Capita. (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	120.70	126.86
Population Group		
Over 1,000,000	96.66	43.42
500,000 – 1,000,000	191.99	70.62
250,000 – 499,999	120.43	81.81
100,000 – 249,999	118.07 PFA 109.68*	126.77 PFA 113.05**
50,000 - 99,999	132.13	146.48
25,000 - 49,999	126.69	143.40
10,000 - 24,999	114.16	117.09
Geographic Division		
New England	117.07	137.70
Mid-Atlantic	103.49	78.45
East North-Central	121.02	138.76
West North-Central	81.23	72.57
South Atlantic	157.96	147.55
East South-Central	139.13	147.47
West South-Central	108.15	106.89
Mountain	100.21	109.84
Pacific Coast	131.53	181.62

* 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.

** 2013 – Salary increases of 2.37% and 1.06% for firefighter and captain (respectively) and related positions, additions of one division chief, one emergency management specialist, and one secretary I, increases in overtime, hourly salaries, FPPA death & disability, long-term disability, workers' compensation insurance, and decreases in medical and dental insurance.

Municipal Expenditures for Capital Outlay

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	7.93	10.19
Population Group		
Over 1,000,000	5.58	6.11
500,000 – 1,000,000	10.33	5.57
250,000 – 499,999	6.37	7.37
100,000 – 249,999	1.74 PFA 17.02*	4.92 PFA 3.93**
50,000 - 99,999	5.84	7.64
25,000 - 49,999	9.06	8.47
10,000 - 24,999	8.75	12.58
Geographic Division		
New England	10.52	5.45
Mid-Atlantic	10.34	15.32
East North Central	6.89	9.60
West North Central	7.32	9.83
South Atlantic	8.03	9.52
East South Central	8.04	15.54
West South Central	9.79	10.87
Mountain	7.31	11.15
Pacific Coast	5.43	8.91

* 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.

** Costs fluctuate depending on projects undertaken in any given year. 2013 includes SCBA equipment, staff vehicles, division chief vehicle, technical rescue equipment, computer equipment, iPhone application, quartermaster program, thermal imager replacement, fire hose, and radios.

All Other Department Expenditures

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	20.33	25.10
Population Group		
Over 1,000,000	19.87	19.93
500,000 – 1,000,000	30.70	20.17
250,000 – 499,999	17.99	22.50
100,000 – 249,999	17.00 PFA 16.48	20.85 PFA 14.16
50,000 - 99,999	23.49	25.06
25,000 - 49,999	18.62	30.45
10,000 - 24,999	20.50	23.50
Geographic Division		
New England	16.56	17.54
Mid-Atlantic	16.10	15.53
East North-Central	20.13	29.31
West North-Central	17.65	18.78
South Atlantic	23.54	27.54
East South-Central	20.24	32.84
West South-Central	17.87	18.31
Mountain	22.27	23.12
Pacific Coast	25.14	39.48

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>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total, all cities	156.43	136.04
Population Group		
Over 1,000,000	187.36	175.07
500,000 – 1,000,000	247.54	197.89
250,000 – 499,999	430.01	200.91
100,000 – 249,999	148.50 PFA 126.93* 143.41**	171.78 PFA 127.22* 130.47**
50,000 - 99,999	167.57	153.46
25,000 - 49,999	169.11	137.73
10,000 - 24,999	139.26	124.64
Geographic Division		
New England	187.18	120.09
Mid-Atlantic	95.56	68.72
East North-Central	159.98	157.97
West North-Central	145.77	89.33
South Atlantic	178.69	174.63
East South-Central	168.81	163.81
West South-Central	134.59	129.62
Mountain	129.73	90.76
Pacific Coast	185.23	165.64

* Excludes major capital.

** Includes major capital.

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.

2013 – Major capital includes SCBA equipment, concrete replacement, staff vehicles, division chief vehicle, computer replacement, technical rescue equipment, iPhone application, quartermaster supplies, thermal imager replacement, fire hose, and radio replacement.

Uniformed Sworn Personnel

<u>Classification</u>	<u>2012 Per Capita (\$)</u>	<u>2013 Per Capita (\$)</u>
Total	1.48	1.42
Population Group		
Over 1,000,000	1.10	1.33
500,000 – 1,000,000	1.92	1.34
250,000 – 499,999	1.18	1.43
100,000 – 249,999	1.15 PFA .90*	1.12 PFA .89**
50,000 – 99,999	1.29	1.33
25,000 – 49,999	1.47	1.43
10,000 – 24,999	1.57	1.48
Geographic Division		
New England	1.64	1.55
Mid-Atlantic	1.46	1.15
East North-Central	1.31	1.33
West North-Central	1.00	1.04
South Atlantic	2.11	1.89
East South-Central	2.34	2.14
West South-Central	1.44	1.49
Mountain	1.20	1.13
Pacific Coast	0.89	1.06

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

** 2013 includes the addition of one uniformed sworn personnel as a result of the City of Fort Collins Keep Fort Collins Great funds.

2013 Budget Review and Board Actions

The 2013 PFA general fund actual spending compared to budget reflects an extremely tight budget (underspend of .77%, or \$191,690). This is due in part to a new, more transparent budgeting process at PFA, which allocates available funds to as many needs as possible in the initial budget, rather than relying on year-end spending. In addition, the 2013 budget was challenged by several multi-alarm fires and the 2013 Larimer Flood, which impacted the fire suppression overtime budget to the point of depletion.

Poudre Fire Authority Actual Spending to Budget, 2013

General Fund

Statement of Revenues, Expenditures and Changes in Fund Balances-- Actual and Budget For the Month Ended December 31, 2013

REVENUES	Year-to Date		Percent Received/ Expended
	Actual	Annual Budget	
Intergovernmental	\$23,750,145	\$23,646,251	
Fees and charges for services	\$1,192,142	\$490,443	
Earnings on Investments	\$5,494	\$40,000	
Grants and Non-Capital Projects	\$290,720		
Miscellaneous revenue	\$260,747	\$60,500	
Total Revenues	\$25,499,248	\$24,237,194	105.21%
EXPENDITURES			
Current:			
Operations	\$20,117,212	\$19,689,157	
Administration	\$2,368,780	\$3,067,687	
Community Safety Services	\$1,730,292	\$1,821,510	
Lease Purchase (Sta. 4)	\$234,338	\$234,354	
Grants & Non-Capital Projects	\$399,919	\$229,523	
Total Expenditures	\$24,850,541	\$25,042,231	99.23%
Excess or Deficiency of Revenues Over or Under Expenditures	\$648,707	(\$805,037)	
Fund Balance January 1, 2013	\$4,034,396		
Fund Balance December 31, 2013	\$4,683,103		

Capital Fund
Statement of Revenues, Expenditures and Changes in Fund Balances--
Actual and Budget
For the Month Ended December 31, 2013

REVENUES	Year-to-Date Actual	Annual Budget	Percent Received/ Expended
Apparatus Replacement	\$538,251	\$537,705	
Facilities Maintenance	\$38,100	\$43,892	
Future Facilities	\$437	\$0	
Burn Building	\$212	\$7,051	
Station 15	\$30,450	\$45,314	
Training Building C	\$124	\$4,119	
Station 8	\$1,376	\$44,930	
Computer/Tech Replacement	\$61,041	\$62,440	
Console Replacement	\$123	\$4,010	
Hose Replacement	\$16,007	\$16,000	
Radio Replacement	\$163,151	\$163,000	
SCBA Replacement	\$307	\$10,024	
Staff Vehicle Replacement	\$125,479	\$60,000	
Thermal Imager Replacement	\$24,097	\$24,000	
Station 4 Lease/Purchase	\$292	\$9,548	
Total Revenues	\$999,447	\$1,032,033	96.84%
EXPENDITURES			
Current:			
Apparatus Replacement	\$373	\$485,000	
Facilities Maintenance	\$12,874	\$38,010	
Future Facilities	\$6,577		
Burn Building	\$7,442	\$8,000	
Station 15	\$119		
Training Building C	\$19		
Station 8	\$205		
Computer/Tech Replacement	\$108,050	\$61,000	
Console Replacement	\$18		
Hose Replacement	\$5,382	\$16,000	
Radio Replacement	\$11,874	\$100,000	
SCBA Replacement	\$46		
Staff Vehicle Replacement	\$90,331	\$90,144	
Thermal Imager Replacement	\$16,850	\$24,000	
Station 4 Lease/Purchase	\$43		
Total Expenditures	\$260,203	\$822,154	31.65%
Excess or Deficiency of Revenues Over or Under Expenditures	\$739,244	\$209,879	
Fund Balance January 1, 2013	\$5,649,484		
Fund Balance December 31, 2013	\$6,388,728		



Poudre Fire Authority General Fund Reserves

Poudre Fire Authority's reserve policy states a minimum 3% of operating revenues must be held in the reserve for contingencies and 3% of revenue must be held in the revenue reserve. If the revenue reserve and contingency reserve are depleted below reserve policy levels (6%), the fire chief will develop a restoration plan to restore balances over a two-year time period.

PFA General Fund Reserves

	2013 Balance	% of Revenue
Reserve for Contingencies	3,003,067	12.39%
Reserve for KFCG	393,545	1.62%
Reserve for NCRCN	376,015	1.55%
Reserve for Benefits	50,498	0.21%
Reserve for Encumbrances	87,764	0.36%
Revenue Reserve	744,995	3.07%
Workers' Comp Reserve	27,218	0.11%
	4,683,102	19.32%

Poudre Fire Authority Board Actions - 2013

- 13-1 Adopting the first amendment to the Poudre Fire Authority New Hire Money Purchase Pension Plans and Trust Agreements as amended and restated January 1, 2012
- 13-2 Adopting the first amendment to the Poudre Fire Authority Old Hire Money Purchase Pension Plans and Trust Agreements as amended and restated January 1, 2012
- 13-3 Approving the purchase of Dell PCs and authorizing the fire chief to execute all contracts relating to the aforementioned expenditure, including those over \$20,000
- 13-4 Approving purchase of accreditation software and authorizing the fire chief to execute all contracts relating to the aforementioned expenditure, including those over \$20,000
- 13-5 Approving the purchase of three staff vehicles from funds appropriated within the 2013 PFA budget and authorizing the fire chief to execute all contracts relating to the aforementioned expenditure, including those over \$20,000
- 13-6 Approving a contractual position within the Community Safety and Service Division, and appropriating Fire Prevention Bureau revenue funds to pay for the contractual position
- 13-7 Amending the 2013 budget and re-appropriating funds for prior year encumbrances

- 13-8 Adopting the second amendment to the PFA Old Hire Money Purchase Pension Plan & Trust Agreement as amended and restated January 1, 2012
- 13-9 Appointing a 2012 Fire Code Review Committee
- 13-10 Appropriating a wildland urban interface grant within the PFA general fund for expenditure on home assessments and re-assessments in the wildland urban interface
- 13-11 Appropriation of funds from sale of PFA apparatus and vehicles to purchase box truck for technical rescue equipment
- 13-12 Appropriating funds from reserve for contingency to cover multiple-alarm fire costs
- 13-13 Naming the certified natural area west of Station 4 “Fire Station 4 Natural Area”
- 13-14 Transferring and appropriating \$199,523 from the PFA general fund to an iPhone app project and an electronic data management project for future expenditure
- 13-15 Appropriating funds for the purchase of dispatch radio consoles
- 13-16 Appropriating funds from Reserve for Contingency for 2013 Larimer Flood expenses
- 13-17 Recommending City Council adoption of proposed amendments to International Building Codes Related to Fire Mitigation, Life Safety and Firefighter Safety
- 13-18 Changing the name of the certified natural area west of Station 4 from “Fire Station 4 Natural Area” to “Elk Meadow Natural Area”
- 13-19 Changing the time of the Poudre Fire Authority Board of Directors Meeting
- 13-20 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority for 2014
- 13-21 Setting the fees for the PFA Fire Prevention Bureau for the calendar year 2014
- 13-22 Approving Rosenbauer Contract for a new cab and chassis to be paid in 2013 from the Apparatus Replacement Capital Project and authorizing the fire chief to execute all contracts, including those over \$75,000 for the new cab and chassis purchase
- 13-23 Approving changes to PFA Rules and Regulations based upon the Colorado Civil Union Act of 2013