

# 2014 Annual Report

## Poudre Fire Authority



Courage,  
Leadership,  
Duty

Serving the Following  
Northern Colorado  
Communities

- Fort Collins
- LaPorte
- Timnath
- Bellvue



Cover Photos: Top – B Shift Crew, Engine 3; Bottom – House fire, 5009 5<sup>th</sup> Avenue, Timnath, Colorado.

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820 Merganser Drive Fire



# POUDRE FIRE AUTHORITY

## 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

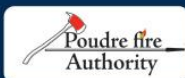
I/we will act courageously for what is right.

## VISION

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

## 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.





2014 Thanksgiving Day Run – Fort Collins, Colorado

# *Introduction* by Chief DeMint

Board Members, Residents, and Employees:

I am pleased to present the 2014 Poudre Fire Authority Annual Report. My goal in providing this report to the Board and community is to reflect on the progress of continuous improvement and the ever increasing attention to evidence-based, data-driven decision making. 2014 did not see broad scale disasters as in the two years previous. However, significant responses did occur as highlighted by a technical rescue of a young lady who fell from Horsetooth Rock resulting in a complicated and long-lasting rescue. This rescue demonstrated not only the high level of skills maintained by PFA's members, but also collaboration from several other agencies. Throughout the 17,464 incidents and 24,888 responses our personnel once again served the community with Courage, Leadership and Duty through Prompt, Skillful and Caring service. Administratively, in 2014, the City of Fort Collins and the Poudre Valley Fire Protection District amended and restated the Intergovernmental Agreement (IGA) that creates and maintains the Poudre Fire Authority's structure, governance and funding. The funding commitment for the future is positive through the amended and updated Revenue Allocation Formula within the IGA, continued growth in the Poudre Valley Fire Protection District, and the IGA with the Town of Timnath. This annual report reflects the new Strategic Goals proposed in 2014 to the PFA Board of Directors as well as the continuous evidence-based improvements developed through the accreditation process. There is a positive future for the PFA through an updated and restated Intergovernmental Agreement, a new strategic plan, a new Standard of Cover, and a Community Risk Analysis. PFA continues to serve its jurisdiction with the strong tradition of service to the community and a commitment to the highest quality fire and rescue services that PFA can provide. The PFA's commitment to being a respected, values-driven leader in the community and in the fire service endures as the Authority continuously improves its service.



This annual report reflects a major change in reporting since this annual report will be presented for the first time in an electronic format. Thus, PFA program reports that reflect the Authority's commitment to providing prompt, skillful and caring service directly to the community, as well as supporting the delivery of our mission, are contained in the annual report. The PFA family continues to demonstrate continuous improvement while keeping a keen eye on the needs of the citizens and businesses in PFA's service area.

PFA Staff continue to develop new performance measures that provide accurate assessments of the services provided. Through this evaluative process, PFA improved response in 2014 by reducing call processing times at the Public Safety Access Point (PSAP), reduced the number of apparatus responding on auto alarms, and added an additional apparatus to structure fire responses for firefighter safety. These are only highlights of some of the improvements being made through our accreditation efforts through the Center for Public Safety Excellence (CPSE).

As you review the 2014 Annual Report, you will see these key highlights:

- **The City of Fort Collins and Poudre Valley Fire Protection District Amended and Restated Intergovernmental Agreement:** The IGA between the two parents of the PFA was reviewed by PFA and City Staff resulting in a foundation that will sustain the PFA for many years to come. The new IGA includes an updated and restated Revenue Allocation Formula for the City of Fort Collins' contributions to the PFA while ensuring the PVFPD's contributions remain intact.
- **Key PFA achievements in 2014**
  - **Prompt:** In 2014 research indicated that call processing times were delaying response to critical emergencies. Through the work of PFA's Planning and Analysis Officer, emergency calls are now processed differently resulting in a times savings of one minute and five seconds on emergency responses.
  - **Skillful:** In 2014 the Training Division focused on evidence-based research conducted by Underwriter's Laboratories and the National Institute for Standards and Testing on fire attack and how new strategies and tactics can enhance citizen and firefighter safety. Additionally, PFA partnered with Colorado State University to produce Fire Officer classes to enhance the Authority's position of professional and skilled emergency response.
  - **Caring:** The PFA enhanced its service to its internal customers with implementation of a Peer Support Team and a department mental health professional to ensure that our members' mental health **is monitored just as is their physical health.**
- **Comprehensive Annual Financial Report:** PFA received recognition from the Government Finance Officers Association for its development of



this financial report that provides transparency and accountability to the community.

- **Hiring:** Forty-five potential firefighter recruits were placed on a hiring list, which is effective until mid-2016.
- **Performance Evaluations:** An employee evaluation process and tool were developed and implemented in 2014.
- **Public Educator:** A public educator was hired to develop and deliver innovative outreach initiatives and processes to increase public preparedness and preparation.
- **Pulse Point CPR App:** The community now has a smartphone app that allows citizens to become lifesavers. This will alert citizens with the app on their phone to respond and render aid to potential cardiac arrest victims within a quarter of a mile if in a public area.

The future of the PFA is exciting. Completing the CSPE accreditation process provides an assessment of the Authority, which will allow the Authority to elevate its level of performance and professionalism through a comprehensive system of assessment while citizens, elected and appointed officials, and PFA personnel can assess all the activities and programs provided. A growing economy in Fort Collins and surrounding areas, coupled with continued implementation of the City's Revenue Allocation Formula, a new strategic plan, Standards of Cover, and Long-Range Financial Plan all aligned with the PFA's Values, Mission and Vision will fulfill PFA's quest to serve our citizens courageously for years to come.

## 2014 Strategic Goals and Achievements

Strategic Outcome	2014 Goal	2014 Achievement
<p><b>Accreditation</b> – quality improvement through continuous self-assessment, improved organizational performance through a defined mission and related objectives, and provides a detailed evaluation of PFA and the services it provides</p>	<p>Implement a process to achieve Commission on Fire Accreditation International Accreditation (CFAI) for the Poudre Fire Authority</p>	<p>Performance indicators and internal review process have been completed; risk-assessment is 80% complete; PFA is in applicant status with site visit scheduled for 2<sup>nd</sup> quarter 2015.</p>
<p><b>Comprehensive Annual Financial Report</b> - the certificate of achievement from GFOA will assist PFA with compliance in section 4b, Financial Practices, in the accreditation self-assessment, and provide transparency and accountability to the community</p>	<p>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</p>	<p>The CAFR was completed and approved by the PFA Board in June 2014, and submitted to GFOA for consideration of the Certificate of Achievement for Excellence in Financial Reporting. GFOA notified PFA that the CAFR qualifies for the Certificate of Achievement.</p>
<p><b>Employee Development</b> - continue the process of and follow through of communication at a courageous level and following PFA’s vision of being a respected values-driven leader in the fire service and the community</p>	<p>Conduct classes/sessions to discuss Forging a Courageous Organization (FCO) and being values-driven, include FCO principles in testing/assessments of candidates for hire and promotion and in performance evaluations, update Values Mission and Vision (VMV) Document</p>	<p>Classes/sessions are ongoing, with two sessions presented in 2014; performance evaluation forms have been with input from all members of the organization and performance evaluations will be complete by year-end 2014. The VMV document was updated with organization-wide input, distributed to all members, and posted to the web and intranet in November, 2014.</p>
<p><b>EMS Services Agreement</b> - ensure continued, high quality ambulance services both within the PFA boundaries and in neighboring communities through a contractual agreement</p>	<p>Develop an agreement for ambulance services within PFA’s jurisdiction</p>	<p>Scope of Services and RFP developed and posted for interested vendors to bid. Review and final selection of contractor to occur in 4<sup>th</sup> quarter 2014 with contract implementation in early 2015.</p>

<p><b>Fire Code Adoption/ International Residential Code</b> – increase the safety of the built environment thereby increasing citizen and firefighter safety</p>	<p>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</p>	<p>All code adoptions and ratifications were complete as of April 28, 2014.</p>
<p><b>Hiring Process</b> – maintain and enhance a well-qualified, inclusive, diverse and safety-conscious workforce</p>	<p>Establishment of a new firefighter eligibility list.</p>	<p>PFA’s hiring process was completed on April 25<sup>th</sup> with a list of 45 eligible candidates. The eligibility list will be in effect through mid-2016</p>
<p><b>Improve Safety Programs</b> – enhance current health and safety program</p>	<p>This will improve reporting, tracking, investigating, and mitigation efforts in decreasing PFA member injuries</p>	<p>Completed electronic reporting form, began Safety Officer personal review of each injury report with involved individual, presented review findings to captains.</p>
<p><b>Intergovernmental Agreement/Revenue Allocation Formula</b> – maintain stability and predictability of funding streams and provide clarity and transparency in financial matters</p>	<p>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</p>	<p>The District Board and Fort Collins City Council approved the updated and restated IGA in May and June 2014.</p>
<p><b>New video-audio teleconference (VTC) system</b> – increase connectivity and reliability in communications using one system to meet department audio and video needs.</p>	<p>The VTC will replace the current VTC system purchased in 2002 and Conference Call hardware, which is no longer supported by City of Fort Collins IT</p>	<p>A Request for Proposal was developed based on VTC equipment needs, a vendor was selected through the RFP process, and installation is scheduled for 1<sup>st</sup> quarter 2015.</p>
<p><b>Performance Evaluations</b> – alignment with Forging a Courageous Organization program</p>	<p>Develop a system for conducting performance evaluations of employees throughout the organization</p>	<p>A proposed performance review process and forms have been developed and shared with all employees. Performance reviews are</p>

		underway with 12/31/14 target completion date for written performance evaluations of all employees
<b>Public Educator</b> – enhance public education efforts with a concentration on high risk populations	Implement a professional educator position to bring the latest educational theory to PFA programs and greatly enhance the public educational efforts	A Public Educator has been hired and has begun creating and developing innovative outreach initiatives, and implementing processes that will increase community preparedness and participation
<b>Station 8</b> – decrease overall response times to emergency requests for service in Station 8’s response area	Establish a new design, develop estimates, begin initial site work, monitor the installation of the infrastructure and be prepared to move forward with contract documents and construction when site development is complete	The site plan and plat has been finalized. Construction documents are scheduled to be complete in the 4 <sup>th</sup> quarter 2014, with budget development and entitlement process to be conducted in 1 <sup>st</sup> quarter 2015. Anticipation of construction in Spring/Summer 2015.
<b>Strategic Plan</b> – establish direction, articulate organizational priorities, and align with the accreditation process	Develop a Strategic Plan for the Poudre Fire Authority which will guide the organization over the coming three to five years	The PFA and PVFPD Boards reviewed the draft Strategic Goals and Target Outcomes at September meetings. Next steps include gathering community and employee feedback, and Board adoption of a final strategic plan in December 2014 or January 2015.
<b>Wildland/ Volunteer Coordinator</b> – improve the Authority’s ability to respond and recover from uncommon or catastrophic events, effectively prepare the community for natural and man-made disasters	Implement a wildland coordinator position to focus on community mitigation in the wildland arena and combine job duties of the volunteer coordinator	The merging of the wildland/volunteer coordinator positions was vetted during the preliminary budget and budget work session discussions. In 2015, this position will become sustainable and will work to operationalize recommendations from the High Park Facilitated Learning Analysis and to coordinate the volunteer firefighter program.

## 2014 Major Incidents

- January 18 – 1949 Etton Drive– The evening fire in this home was caused by the improper conversion of a gas log fire place into a wood burning fire place. The fire burned in the void spaces in the chimney chase and extended into a significant portion of the attic. Access to the fire was difficult for suppression crews. Total damage to the home was \$140,000.
- February 1 – 524 South Loomis Avenue – Units responded to this mid-day fire and were met with heavy smoke and a well involved fire on the second floor. The fire originated in the upstairs utility room. Combustible materials stored in close proximity of the water heater caused the fire. The home sustained approximately \$160,000 in damage.
- February 11 – 1731 Morningside Drive – The cause of this fire is identical to the February 1 fire, above, except for the fact that this multi-family unit is protected by an automatic fire sprinkler system. The fire was controlled by a single sprinkler head which held fire damage to \$1,000. Fire sprinklers do make a difference!
- March 14 – 630 South Sherwood Street – A late afternoon fire in this multifamily residence was started in a bedroom where an unattended candle was left burning. Suppression crews were able to confine the fire to the unit of origin. The fire caused approximately \$110,000 in damage.
- April 19 – 507 North Bryan Avenue – This duplex located in the northwest part of the urban area sustained significant damage due to a fire and natural gas explosion. Two occupants were treated and released. A third occupant sustained significant burn injuries and was transported to a burn care facility. The structure sustained over \$275,000 in damage.
- June 7 – 6720 North County Road 21 – Station 7 units were dispatched to a report of a grass fire; while enroute they noted flames above the tree tops and requested Station 12 units to assist. As Engine 7 proceeded up the driveway it was determined that a structure was involved. A full structure assignment was requested. Due to the extent of fire involvement, the fire was fought defensively. The fire was caused by an extension cord used as permanent wiring. The structure was a total loss with damage estimated at \$300,000.
- August 18 – Horsetooth Mountain Rock – Just after sunrise crews received a call for help at Horsetooth Mountain Rock where a hiker was reported to have fallen in one of the crevices. Enroute to the call it was learned that the hiker had fallen in excess of sixty feet off the rock and was injured. This rescue was a collaboration of PFA, Larimer County Parks, Larimer County Search and Rescue, and University Colorado

Health. The rescue took four hours and proved to be extremely technical with the location and lack of solid anchors for the rope systems.

- October 24 – 4608 Regency Drive – A dog reaching for food located on a stove top ignited this mid-evening fire. The controls for the stove were located on the front of the range. Crews were challenged with fire burning in the attic and multiple void spaces. The fire caused in excess of \$100,000 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 2014 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 public education coordinator position, an accreditation manager position, a wildland coordinator position, education scholarships, minor accreditation expenses, and an all-terrain vehicle .



Max Disaster Multi-Agency Exercise – April 16, 2014

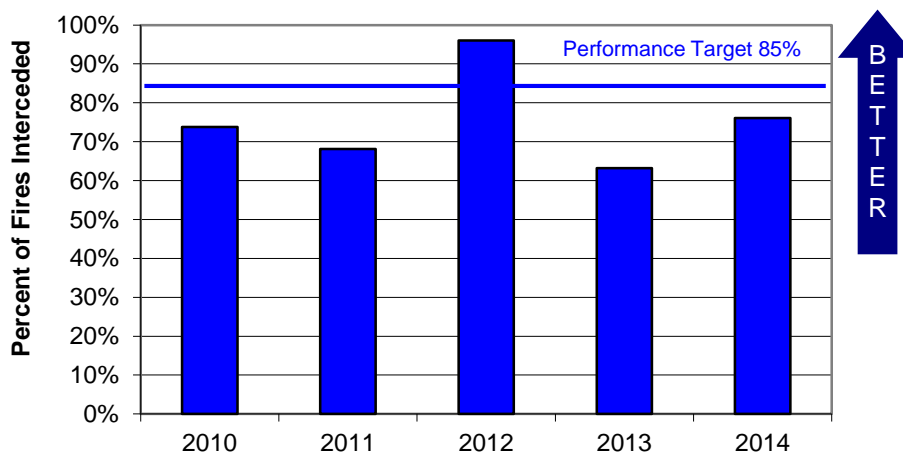
# Key Performance Outcomes

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

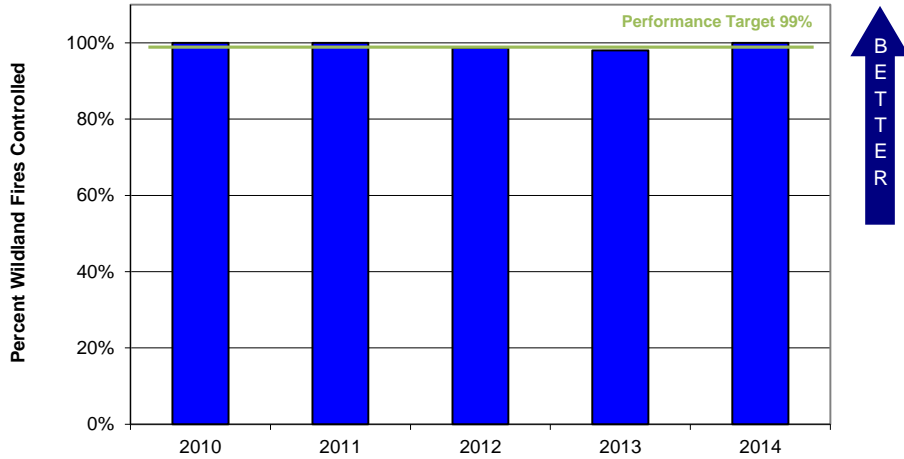
The containment of fire to the room of origin demonstrates both PFA's ability to keep response times to a minimum and also skillfully manage fire incidents to a level where damage and loss are minimized.

**Percent of Structure Fires Interceded Before Fire Extension Beyond Room of Origin  
PFA Five-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.

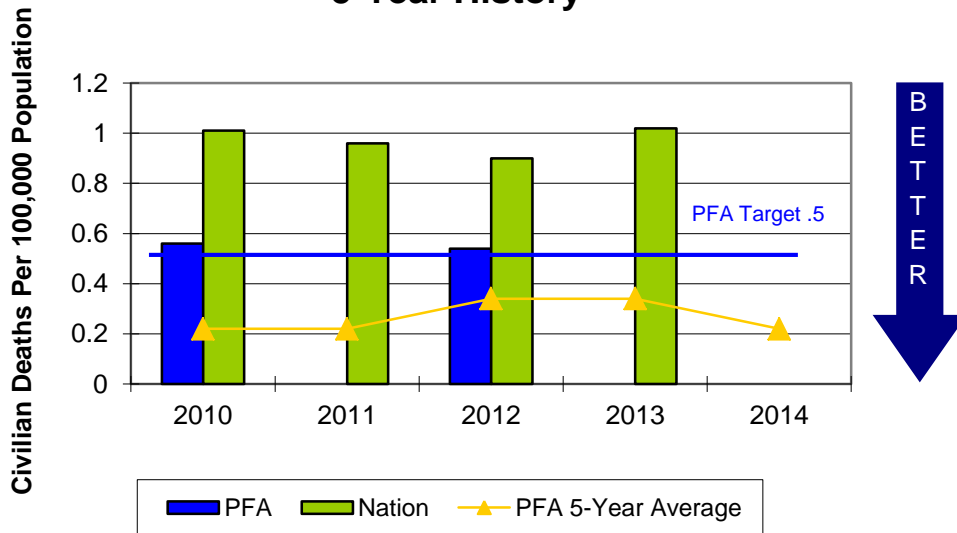
### PFA Wildland Fires Controlled Within First 12-hour Operational Period 5-Year History



### Limiting Civilian Death and Injury

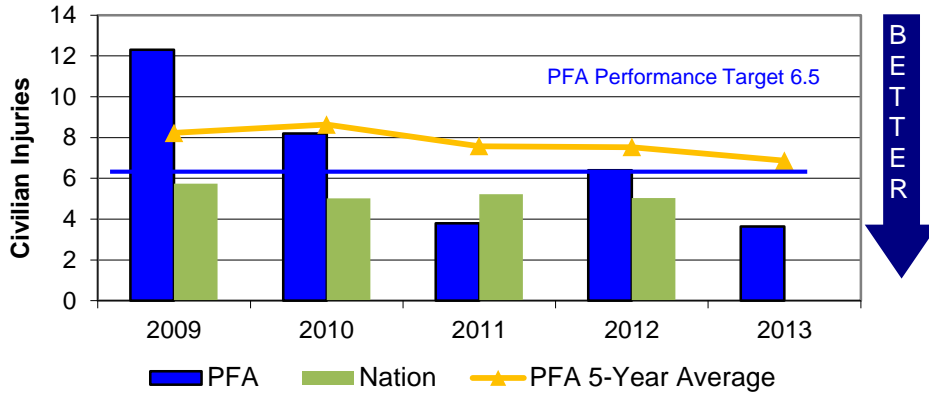
Limiting civilian fire deaths and injuries focuses on the key outcome of minimizing deaths and injuries to civilians due to fire.

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





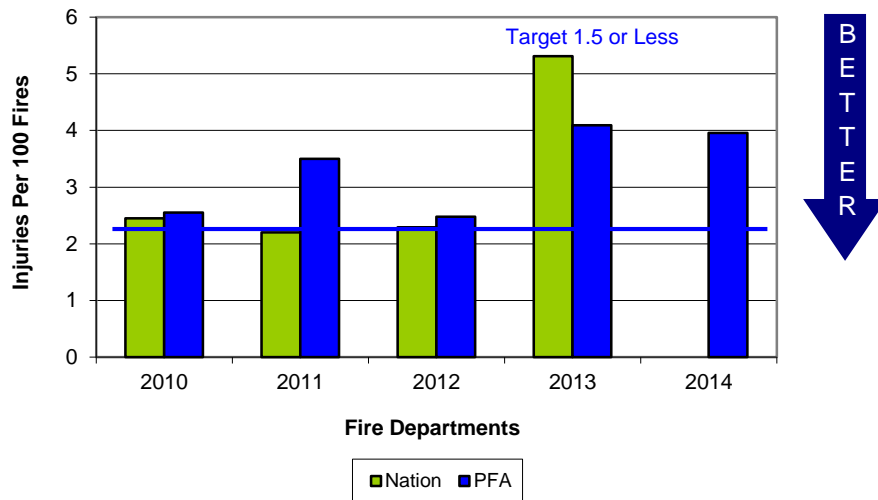
## PFA & National Civilian Fire Injuries Per 100,000 Population 5-Year History



### 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.

<b>PFA Citizen Satisfaction Survey Performed by CSU</b>				
Scale: 1 = Extremely Poor, 5 = Extremely Well				
	<b>1993</b>	<b>1998</b>	<b>2006</b>	<b>2012</b>
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.

<b>Type of Service</b>	<b>Quality of Service Rating Very Good/Good</b>					<b>2012 National Comparison</b>	<b>2013 National Comparison</b>
	<b>2003</b>	<b>2008</b>	<b>2010</b>	<b>2012*</b>	<b>2013</b>		
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.

# 2014 Program Reports

## FIRE SUPPRESSION

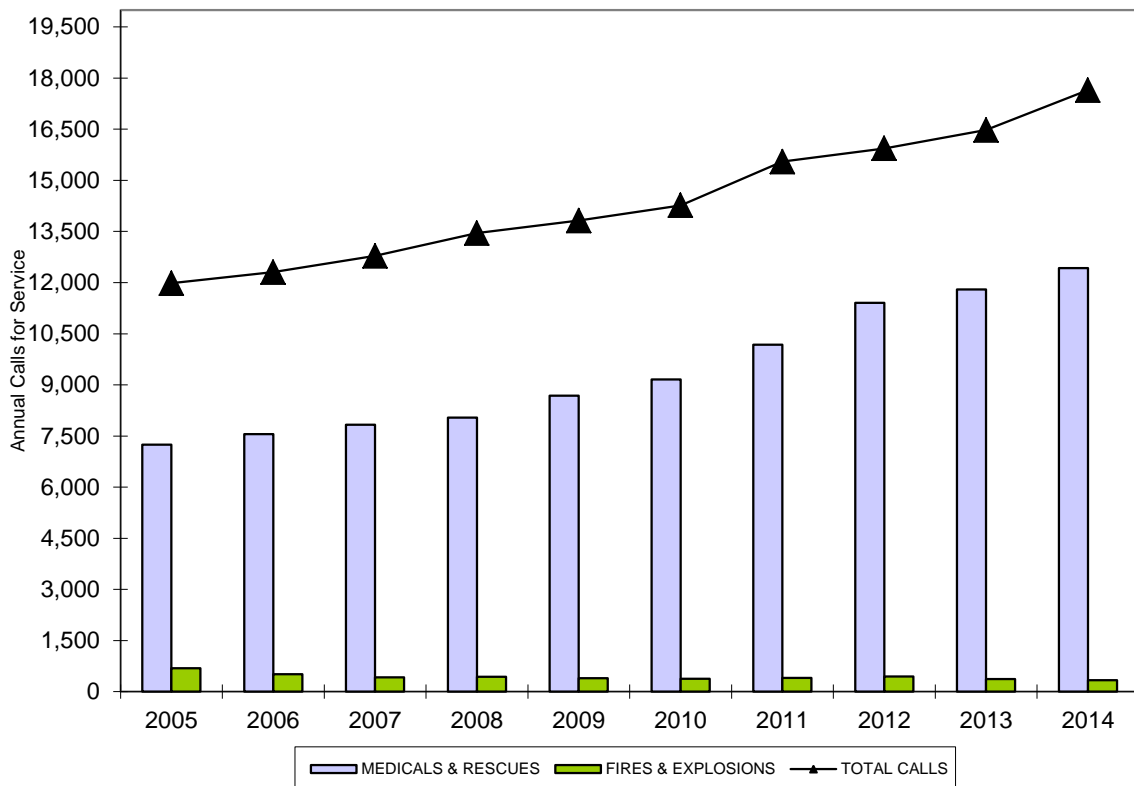
Division Chief Rick Vander Velde

In 2014, the Poudre Fire Authority experienced a 7.09% increase in total calls (in- and out-of-district). This represents a request for service on the average of one call every 29.8 minutes or 48 calls per day.

Attached is graphic information on calls responded to by PFA in 2014 and comparison statistics for previous years.

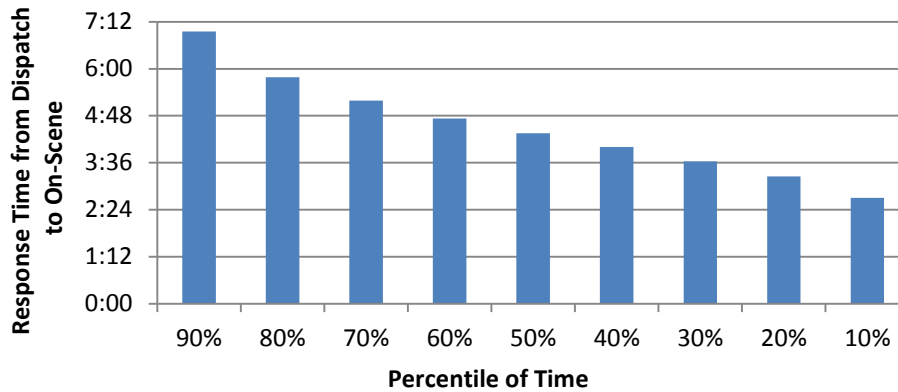
*Workload Measure*

### TEN YEAR CALL TREND



In 2014, 84.11% of in-district calls were inside the City limits and 15.89% were in the Poudre Valley Fire Protection District.

## 2014 Emergency Percentile Response Times for First-Due Unit

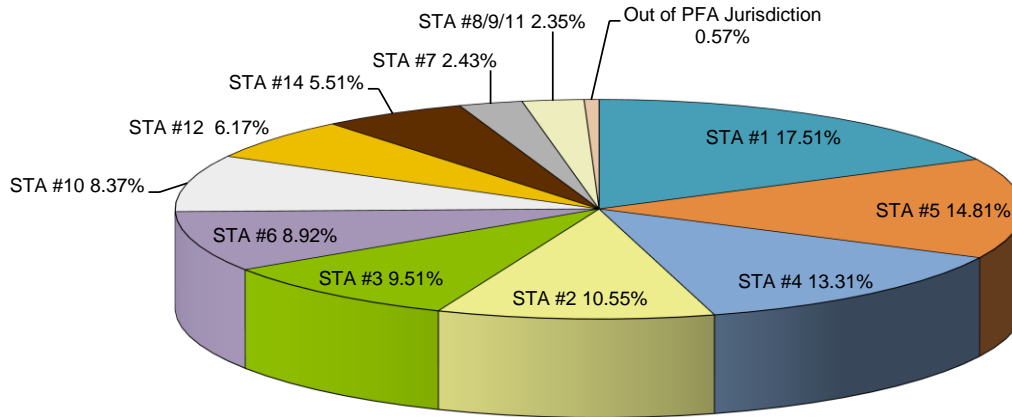


Response time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel arriving quickly with adequate equipment. The current performance standard specifies five minutes from the time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



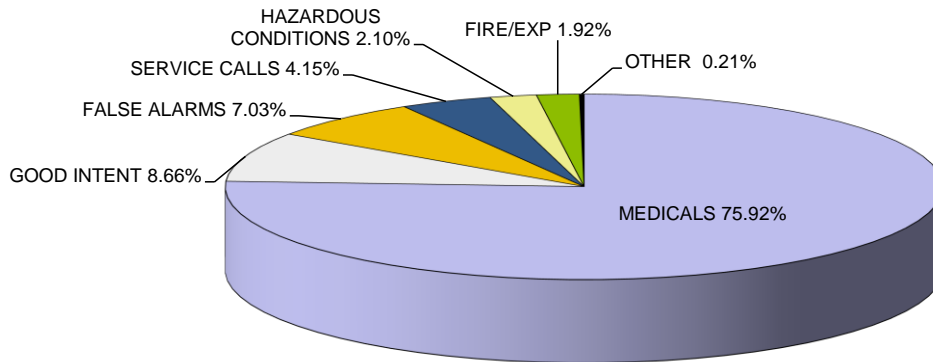
Station 1 continues to be PFA’s busiest station, with 17.51% of all calls occurring in its area.

Station 1*	3,089
Station 5*	2,614
Station 4	2,348
Station 2	1,861
Station 3	1,678
Station 6	1,574
Station 10	1,477
Station 12	1,089
Station 14	972
Station 7	428
Volunteer Stations 8, 9, 11	415
Out of PFA Jurisdiction	<u>101</u>
<b>Total</b>	<b>17,646</b>

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

# Workload Measure

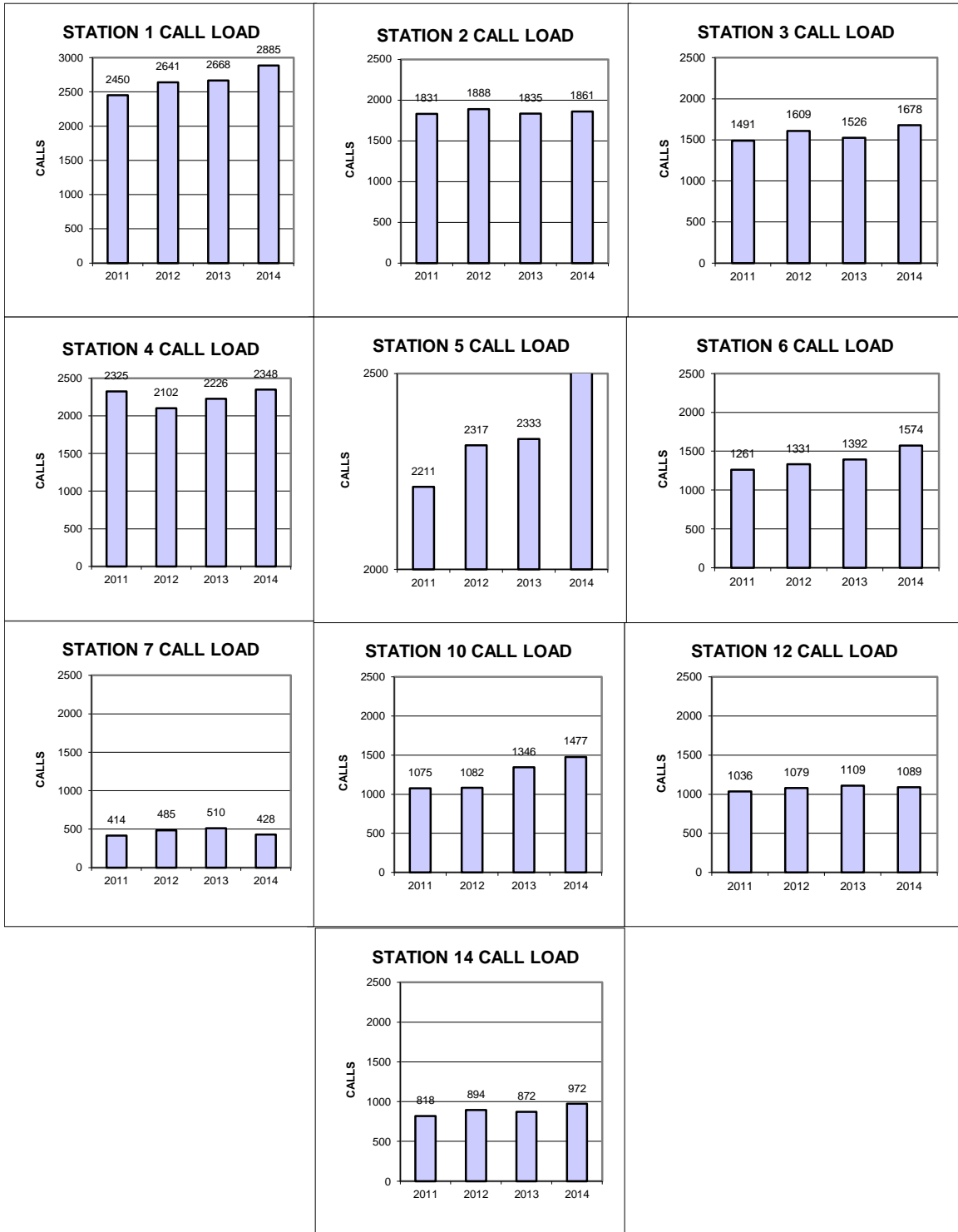
## PERCENT OF CALLS BY TYPE OF CALL



Medicals –	13,397
Good Intent Calls –	1,529
False Alarms –	1,241
Service Calls –	732
Hazardous Conditions –	371
Fires/Explosions –	339
Other Requests for Service –	<u>37</u>
TOTAL:	17,646

# CALL LOAD BY STATION

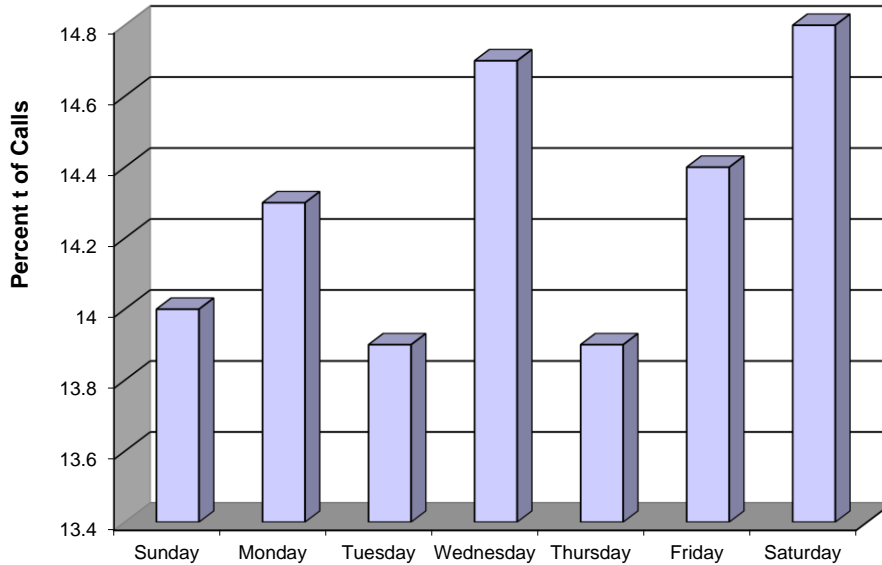
*Workload Measure*



Stations 7 and 12 experienced a call load decrease in 2014, while all other stations had a call load increase. Stations 1 and 5 are two-company stations, and have a higher call volume than one-company stations.

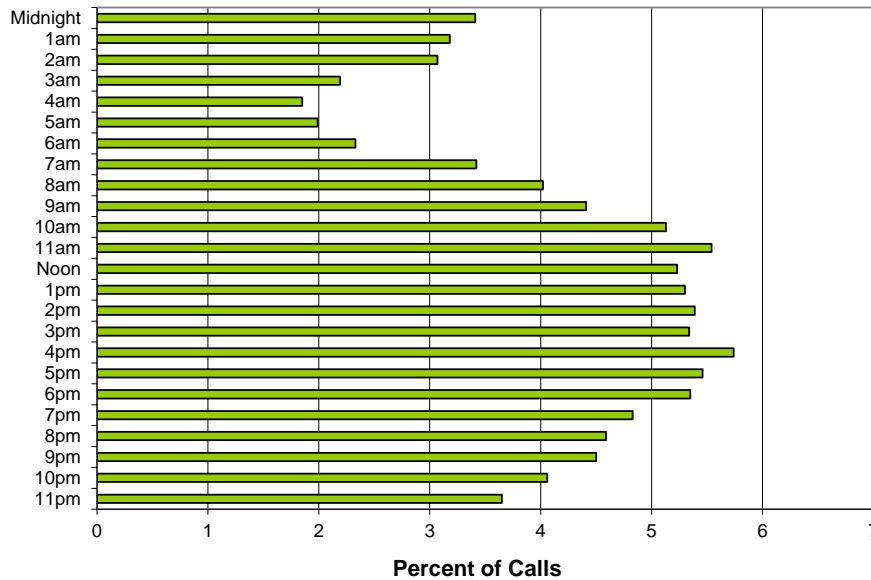
# Workload Measure

## PERCENT OF CALLS PER DAY



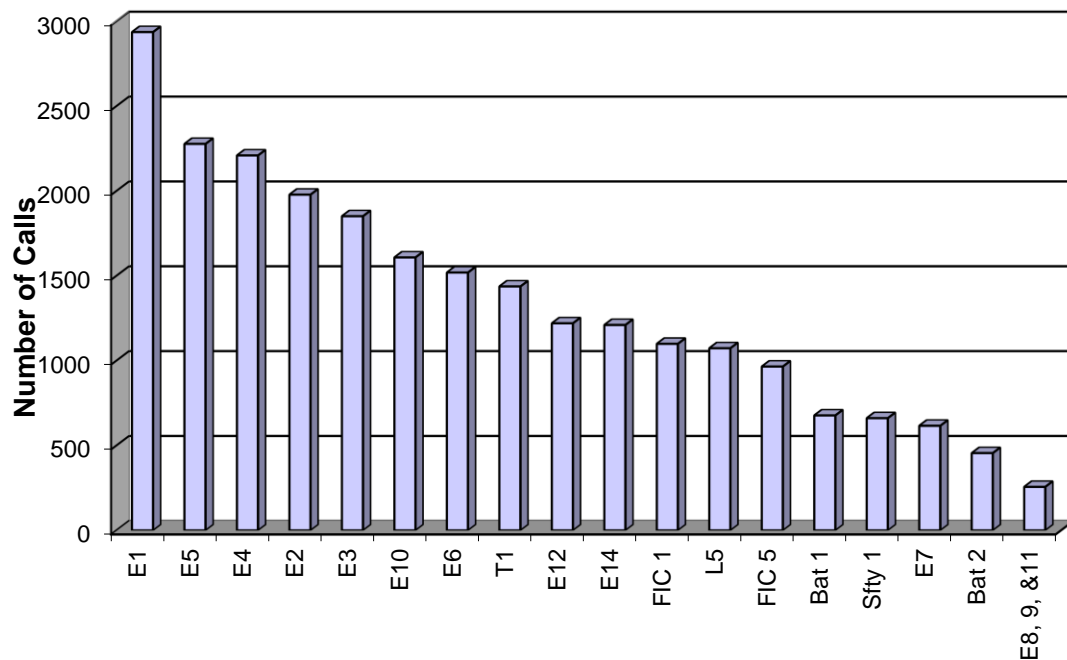
Historically, Friday has been the busiest day of the week; however, in 2014 the busiest day was Saturday, followed closely by Wednesday. Even though early morning is PFA's slowest time, it is the period when most large-loss fires occur. The United States Fire Administration reports that a peak in large-loss 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.

### FACILITIES MAINTENANCE

Battalion Chief Gary Nuckols

In 2014 a new contract began with PFA's builder/contractor, Brinkman Construction. Design work continued with contract architect, Belford/Watkins, as PFA prepared for 2015 construction of new Station 8 in Timnath.

Funding for facilities maintenance in 2014 remained tight, although budget increases for 2015 were approved. This had been a goal of PFA for many years and provides much needed funding for many facility repairs and upgrades that had been deferred until absolutely necessary. Projects in 2014 were limited to needed repairs.

One exception was at Station 11. Through the combined efforts of the volunteers from that station, a new underground water supply tank was installed to increase available water in Redstone Canyon for wildland firefighting. The volunteers performed all the labor to accomplish this project.

Several other facility projects were completed in 2014 with the costliest projects all being at Station 5:

- Complete roof replacement. Hail caused significant damage. Insurance coverage allowed for repair to partially fund an upgraded roof.
- Redesign of the north side gutter and underground roof drainage system. Work was done in conjunction with the roof repair.
- Replacement of the main sewer. A sag in the line was creating continual back up issues.

PFA continues to work on environmental sustainability efforts for its stations. PFA joined Climate Wise in 2013 and reached the silver level in 2014. Climate Wise provides PFA an excellent local resource to assist in making wise sustainability choices. Data on energy use has been compiled for all stations and this information is being utilized when planning future projects. The heating system at Station 2 was identified as high energy use, and although deferred in 2014, is planned for replacement in 2015.

## EQUIPMENT MAINTENANCE

Battalion Chief Gary Nuckols

2014 brought exciting changes to the equipment maintenance program. The fourth quarter saw the Operative IQ fuel tracking program implemented; with the program starting January 1, 2015 reduced office time for the mechanics is expected. IQ will give the mechanics the ability to accurately and completely record details of apparatus repair and service. With the replacement of old Engine 10 came a new Greenstar engine, a new idle reduction technology designed to reduce PFA's carbon footprint and make PFA more eco-friendly. LED lighting all around helps to ensure that new Engine 10 will be easy to see, reducing accident risk and lowering strain on the electrical system. The mechanics also saw a much needed replacement of their service truck in 2014.

Fuel mileage for the diesel units increased ever so slightly from 4.4659 up to 4.5035. This represents the effectiveness of the Authority's maintenance program. Diesel consumption rose slightly, 42,443 gallons to 2013's 42,160. Fuel cost dropped just slightly; \$154,234 compared to \$154,664 in 2013. Gasoline powered vehicles had an overall lower cost of \$16,330; down 2013's \$17,772.

Vehicle downtime experienced a drop of 122 days, from 621 to 499 with average cost per mile rising from \$1.18 to \$1.79. Engine 28 experienced 72 days of downtime and ultimately was sent back to Rosenbauer to replace the body, wiring and various modules on the truck. This will ensure a reliable reserve for years to come. Emissions testing went smoothly with all vehicles passing easily. Aerial testing found a few small issues that were quickly repaired to keep us in good shape.

Total cost for maintenance was slightly down, \$213,140 to 2013's \$229,969.

This was largely due to the issues that were covered under warranty and the relationships cultivated with vendors. 2015 looks bright with both mechanics looking to recertify on several tests and achieve their level 2 Emergency Vehicle Technician certification.

## PFA Emergency Medical Services

EMS Coordinator Mary Makris



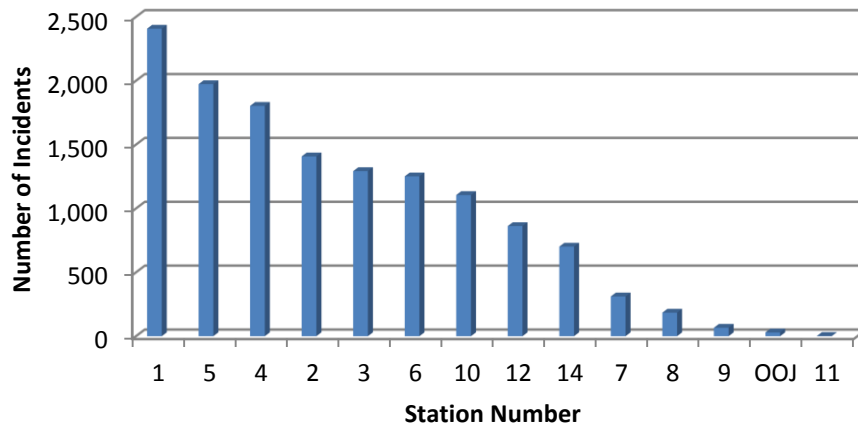
The Emergency Medical Services (EMS) Program is responsible for the coordination of PFA related EMS activities including: development and delivery of continuing education to Authority personnel, monitoring local and state certification requirements; performing QA/QI activities; management of infection control programs; purchase and maintenance of EMS equipment; and liaison with other EMS agencies.

In 2014, the EMS Program continued to assure the competencies of PFA's Emergency Medical Technician's through QA/QI review, competency practical exams, and continuing education deliveries. Significant effort was focused on the development of the Request for Proposal for a sole ambulance service provider for northern Larimer County, as well as accreditation through the Commission on Fire Accreditation International. Working with a new Medical Director and a dedicated group from Poudre Valley Hospital EMS (PVH EMS) a complete review of all Protocols was completed. To round out the year, two new Automatic External Defibrillators were placed in service.

### **EMS Response Information for 2014:**

- 13,397 EMS Incidents in 2014.
- CPR was performed 100 times: Automatic External Defibrillators were utilized 24 times.
- 589 Respiratory Distress patients.
  - 66 required Basic Life Support intervention other than oxygen.
  - 2 patients required the King Tube.
  - 20 patients required multiple doses of Albuterol for severe Asthma.
- 771 patients were immobilized to protect their spine.
- 553 patients had non-traumatic chest pain with 108 doses of aspirin administered to decrease the potential of a heart attack.
- 992 patients were unconscious or had an altered level of consciousness.
- 490 seizure patients.
- 63 allergic reactions with four patients in Anaphylactic shock.
- 13 pregnancy complications with five obstetric deliveries in the field.
- 1,511 patients with minor trauma.
- 787 unspecified medical complaints.
- 742 patients with alcohol or drug related issues.

## 2014 EMS Incidents by Station



### Major Activities

**A Request for Proposal (RFP)** required a significant amount of staff hours focused on identifying and contracting with an ambulance provider to service a large portion of northern Larimer County. This project began in early 2014 and will continue into mid-2015.

**Ebola response training** for all response personnel required specific education and practice in donning and doffing protective clothing; review of response protocols and reporting issues.



**Dr. Darren Tremblay** was appointed as PFA's lead Medical Director working in a team approach with **Dr. Michael Apostle**. Dr. Tremblay has been active in the EMS Protocol process, interaction with PFA firefighters to discuss issues, answer questions, review patient outcomes and assure continuity of care between agencies.

**Accreditation preparation through the Commission on Fire Accreditation International (CFAI)** resulted in a detailed documentation of all EMS related activities, supporting materials and outcome data validation.

**Training** programs included the annual Spring EMS Conference hosted in partnership with PVH EMS and the Northern Colorado Regional EMT/Trauma Advisory Committee with over 200 EMS providers in attendance. Multiple Casualty Incident Response Field Trainings were also supported by Training and

EMS. PFA responders documented a total of 3,621 hours of EMS continuing medical education including practical and didactic opportunities (on-site, conferences and on-line offerings).



### **Recertification**

EMS provided the required CPR, EMS Competency training and testing for 176 EMT's and 18 EMRs (Emergency Medical Responders). In addition 49 EMTs were recertified through the Colorado Department of Health EMS Division and seven (7) EMTs and Paramedics through the National Registry of EMT.

### **EMS Ongoing Activities**

EMS Training and Education for Full-time personnel and Volunteers.

Call reviews to assure compliance with medical and legal requirements.

Individual crew training and multi-company training.

State Certification of Emergency Medical Responders and First Aid/CPR with the Volunteers.

Infection Control response for PFA responders to assure safety and protection of responders.

Infection Control monitoring for Front Range Consortium Recruits for two Academies.

EMS training and evaluation of new firefighter recruits.

EMS recertification review and approval for state and national EMS certifications.

Complaint investigations review and resolution with internal and external users.

Support of Training staff and user needs.

Assignment and monitoring of Front Range Community College EMT student ride-a-long program.

### **Summary**

PFA provides emergency medical response within the boundaries of the Poudre Fire Authority district in conjunction with the PVH EMS advanced life support crews. PFA crews consistently identify and attempt to resolve issues outside of the basic EMS care including social services requests, safety issues and recommendations for better patient care. Training is delivered utilizing varying formats including video teleconferencing, classroom instruction and in-station training to meet the minimum required hours and skills competencies for Colorado EMS recertification. Progress on the RFP and accreditation will only enhance EMS service delivery for PFA citizens.

## 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 2014 the Training Division planned, organized, led, and evaluated training, education and certification programs. In addition, the Training Division facilitated and hosted external training and education programs for other agencies. This report will focus on training, education, and certification accomplishments and highlights for the year 2014.

The Training Division is committed to providing for mandated training requirements while supporting medium- and long-term organizational goals.

### **Training Hours**

A total of 49,672 training hours are recorded into PFA's Record Management System (RMS) for the year 2014. This report focuses on 48,681 notable training category hours. Figure 1 shows training hours by category from 2014 compared to the previous two years. Table 1 represents percent change by training category for the years 2013 and 2014. Figure 2 represents the amount of training recorded in RMS for 2014 by percentage.

### **Training Hours by Category**

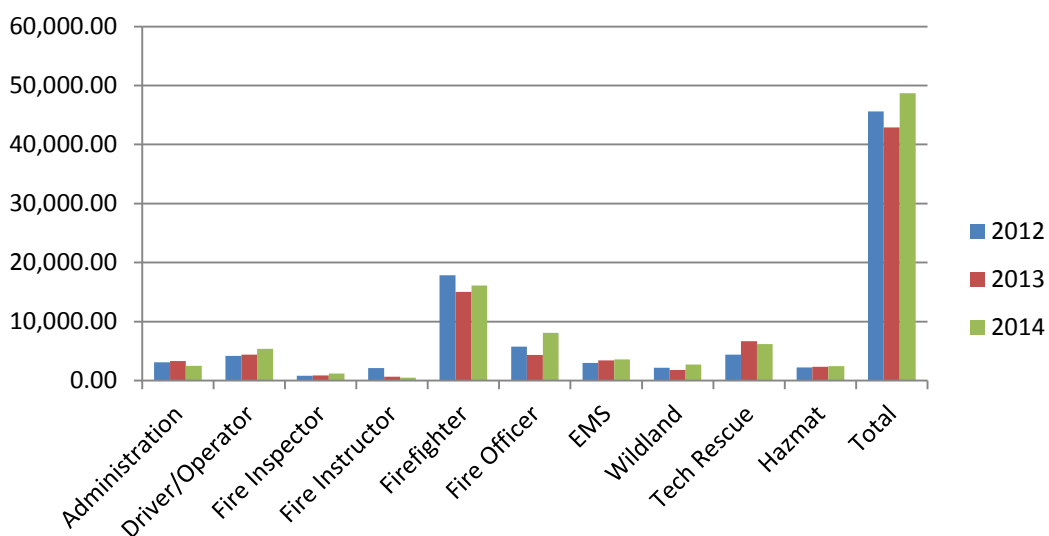


Figure 1 – Comparison of 2014 training hours to the previous two years.

### Percent Change of Training Hours by Category

Category	2013	2014	Percent Change 2014
Administration	3,322	2,492	-24.98%
Driver/Operator	4,422	5,351	21.01%
Fire Inspector	898	1,224	36.30%
Fire Instructor	635	513	-19.21%
Firefighter	15,052	16,135	7.20%
Fire Officer	4,331	8,095	86.91%
EMS	3,427	3,563	3.97%
Wildland	1,795	2,709	50.92%
Tech Rescue	6,669	6,163	-7.59%
Hazmat	2,327	2,436	-4.68%
<b>Total</b>	<b>42,878</b>	<b>48,861</b>	<b>13.53%</b>

Table 1 – Comparison of recorded training hours by category for 2013 and 2014 (PFA RMS data).

### 2014 Training by Category

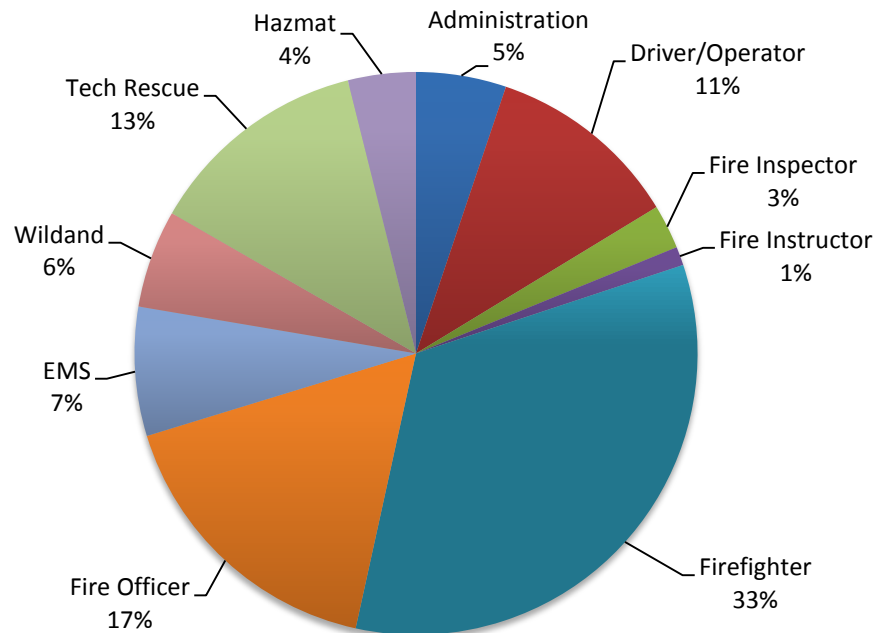


Figure 2 – Demonstration of the percentage of each category of training for the year 2014 (PFA RMS data).

## **Tuition Reimbursement/Education Requests**

In 2014, the Training Division spent \$48,641 for tuition reimbursement and educational class/conference requests.

### **Tuition reimbursement**

Tuition reimbursement accounted for \$30,400 in 2014. Tuition reimbursement pays participants' tuition expenses for accredited college level classes. Figure 3 indicates the three-year trend for tuition reimbursement. Table 2 represents a three-year trend for tuition reimbursement costs per request. The decrease in average cost per student for 2014 is related to the PFA Fire Officer Professional Development Program. As part of this joint venture with Colorado State University (CSU), PFA was able to negotiate reduced fees for its employees. Figure 4 indicates the participation of employees by rank in the tuition reimbursement program from 2012 to 2014.

### **Tuition Reimbursement Program Costs for Years 2012 to 2014**

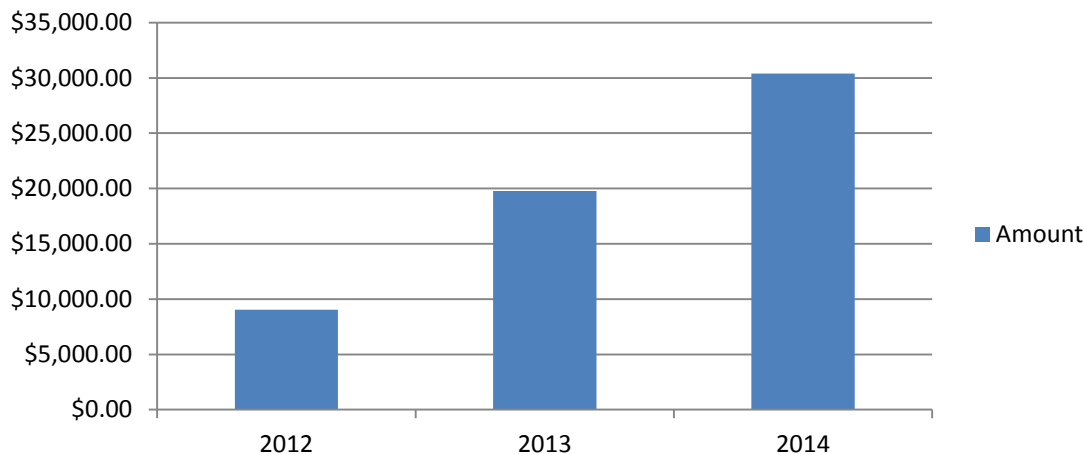


Figure 3 – Three-year tuition reimbursement trend (JD Edwards Data).

### **Tuition Reimbursement Average Cost per Request**

Year	Amount	# of Requests	Average Amount
2012	\$9,024.00	8	\$1,128.00
2013	\$19,771.27	14	\$1,412.23
2014	\$30,399.67	37	\$755.40
Totals	\$59,194.94	59	\$1003.30

Table 2 – Summary of tuition reimbursement costs as an average per participant 2012 to 2014 (JD Edwards data).



## Tuition Reimbursement by Rank

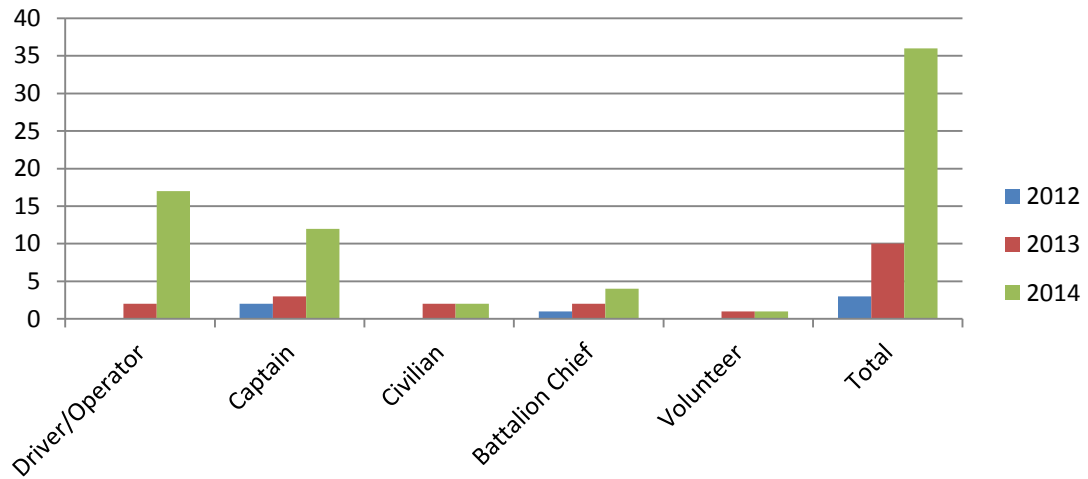


Figure 4 – Comparison of 2014 tuition reimbursement by rank to the previous two years. (JD Edwards Data).

Tuition reimbursement is emerging as a successful professional development tool for PFA. It enables employees to complete college-level course work in management and leadership as it relates to the fire service. It is an integral component of achieving PFA’s strategic goal of professional development that is aligned with national-level fire service recommendations.

### Education requests

In addition to tuition reimbursement, the Training Division spent \$18,241 on education requests in 2014. 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 approved educational requests by rank.

## Educational Request by Rank

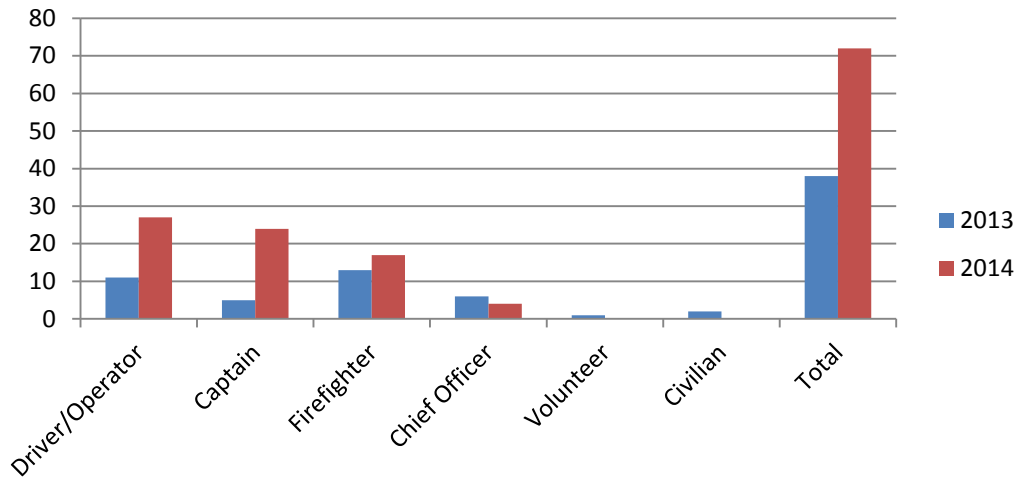


Figure 5 – Comparison of approved education requests by rank, 2013 and 2014.

In 2014, a total of 80 educational requests were received, of which 72 were approved. This is an improvement from 2013 where 49 educational requests were received, of which 37 were approved. The majority of educational requests came from personnel holding the rank of firefighter, driver/operator or captain. 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. Specialty programs such as Hazmat, Wildland, and Tech Rescue have individual budgets and are not included in these numbers.

### Certification

The Training Division continues to be involved with Colorado Metropolitan Certification Board (CMCB). The CMCB ensures compliance with national firefighting standards through the CMCB certification program. At PFA, certifications consist of Firefighter I and II, Fire Instructor I and II, Driver/Operator, Hazmat Operations, Hazmat Technician, and Fire Officer I and II.

In 2014, 77 CMCB certificates were issued to PFA personnel compared to 34 certificates issued in 2013. The certificates issued in 2014 represent all CMCB certifications available to PFA personnel. The increase of Fire Officer I and Fire Officer II certifications is a direct result of the newly created PFA Fire Officer Professional Development program. This program follows the National Fire Academy Professional Development Model of training, education, and certification. Figure 6 is a comparison of certifications issued by category between 2013 and 2014.

## Number of CMCB Certificates Earned by Category

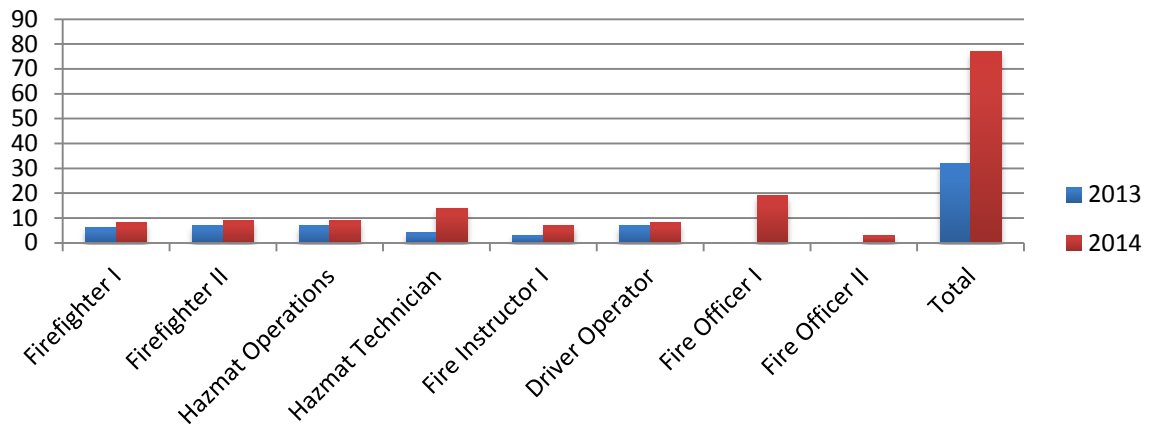


Figure 6 – Comparison of 2014 CMCB certificates earned for the year 2013 and 2014 Training Programs.

- **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 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
- **Driver Operator Training** – PFA has a comprehensive driver program. To become a recognized Driver/Operator at PFA, firefighters also must pass two testing processes: the CMCB test to the current national standards and a separate PFA test conducted by the Training Division. Current Driver/Operators are required to complete a yearly “skills packet” that contains hydraulic pumping equations, skills-based training and apparatus familiarization.
- **Major Emphasis Training** – A Fire Behavior Committee researched, developed, and taught modern fire behavior concepts, derived from ongoing National Institute of Standards and Technology along with Underwriter Laboratories studies. 2014 Fire Behavior Training was focused on fires in single-family dwellings.
- **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 Tasks (CPTs).

- **Front Range Fire Consortium (FRFC)** – The Training Division continues to be a member of the FRFC. Two recruit academies were completed during 2014.
- **Volunteers** – In addition to the new focus on emergency medical service and wildland specific functions, the volunteer program completed its transfer to the Operations Division in 2014.
- **8-Hour Training Days** – Training staff provides support for the 8-hour day program in which all firefighters are required to attend to complete various training requirements and documentation. Each firefighter goes through SCBA mask testing, protective clothing inspections, EMS training, and hazmat training. Pump and ladder testing is also completed during eight-hour training days.

## Summary

An evaluation of the performance indicators used for the accreditation process demonstrated that the Training Division has made major improvements over the past year. PFA's training programs are consistent with the PFA mission and stated budgetary goals. Training and education programs are provided to support the needs of PFA personnel and continue to evolve as new requirements are identified. The organization has a process for developing performance-based measures and evaluates individual company and multi-company effectiveness based on performance measures.

Records demonstrate that training hours increased in 2014. The number of requests for tuition reimbursement for relevant college classes increased in 2014 while the average cost per student decreased. Much of this increase was related to the Fire Officer Professional Development Program. The numbers of approved external training requests increased in 2014. The number of certifications obtained has increased. Personnel are offered training programs to maintain required training levels and meet training needs along with opportunities to develop into fire officers and beyond.

## 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 all uniformed personnel 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

## **Outcomes and Associated Performance Measures**

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

- Responded to 54 hazmat calls for service
- Initiated a project with the Community, Safety and Services Division of PFA to handle Hazardous Materials Management Program (HMMP) submissions

Provide technician level training for all personnel assigned to Station 10  
Train personnel assigned to Station 10 to technician level within 24 months

- Added one new member to Station 10
- Sent one member to a two-week hands on hazmat class in Pueblo (C and D weeks)
- Sent two members to a two-week hazmat chemistry class in Farmington NM (A and B weeks)
- Hosted a Hazmat IQ Above the Line/Below the Line class for PFA and other agencies
- Completed a Hazmat Orientation Handbook for all technician level members

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

- Continued the transition to a formalized certification program through Colorado Metropolitan Certification Board for technicians
- Hosted a training class provided by Aristatek on PEAC software
- Hosted a training class provided by Environics on PFA's Chempro monitor
- Sent five members to a Crude by Rail response class in Pueblo

- Attended RamThunder, a table top exercise with local, state, and federal agencies on response to a radiological terrorism event at CSU
- Worked with City of Fort Collins Utilities to conduct a joint training exercise at their facility on response to a spill
- Hosted a class for all uniformed personnel in cooperation with Xcel Energy on response to natural gas emergencies
- Hosted a class by Larimer County Department of Health on Ebola response
- Attended the first ever meeting of the Northeast Environmental Crimes Task Force

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

- Continued to work with Technical Rescue group to solidify policies and procedures for response
- Added additional equipment to hazmat squad to assist with ventilation of confined spaces (tripled capability)

Maintain abilities to support consortium hazmat response

Conduct training events with consortium partners or outside agencies

- Attended monthly training sessions with Avago Technologies, a community business and hazmat partner

### **Operations Level**

Provide continuing education training for the all uniformed personnel 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 2014
- Provided CFR 29 compliant continuing education to 100% of the Authority's Operations level hazmat personnel during the 8-hour day. Topics included Canberra UltraRadiac Radiological monitors, air monitoring for operations level personnel including response to carbon monoxide issues in residences, response to natural gas regulator stations, and Global Harmonization System familiarization for responders
- Worked with Fort Collins Utilities to send several on and off duty personnel to an Environmental Protection Agency sponsored Spill/Boom training class

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

- In house maintenance and repair of all front line apparatus monitoring equipment
- Issued Canberra UltraRadiac Personnel Radiation Dosimeters (PRDs) to all frontline apparatus

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

- Received and placed into service 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

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

- Completed monthly calibration of all 37 monitors in PFA's system

WILDLAND FIRE PROGRAM

Captain Geoff Butler

The year 2014 may have been slow in terms of wildfires, but it was a very active year for the PFA Wildland Fire Program. With a five-year average of 72 wildfires per annum, 2014 came in as the five-year low with 46 wildfires. Despite (or perhaps assisted by) this respite, the Wildland Fire Program remained on-pace for addressing targeted outcomes associated with the program.

**Targeted Outcomes:**

- 1C. Increase public awareness and change behaviors related to every-day safety threats
- 2A. Effectively prepare the community for uncommon and/or catastrophic events

The Wildland Urban Interface (WUI) Outreach and Planning Initiative (WOPI) continued to raise public awareness and community preparedness by conducting 135 home risk inspections in the WUI. This was once again accomplished with the matching grant funds from Colorado's Division of Homeland Security and Emergency Management and through the devoted field work and data management on the part of PFA firefighters. Additionally, the Wildland Fire Officer responded to two requests for the development of more detailed mitigation plans on the part of homeowners. WOPI Project Manager, Mike Fleming, and GIS Specialist, Jim Montague, began the process of upgrading both citizen and firefighter interfaces with the WOPI data to ensure technological currency moving into the future.

- 2B. Improve the Authority's ability to respond and recover from uncommon or catastrophic events
- 2C. Enhance emergency management capabilities within the Authority

Despite below-average wildfire activity across the nation in 2014, PFA was able to deploy four firefighters on PFA's Type-3 engine to California for two-weeks, as well as deploying a Captain to Oregon to serve as a taskforce leader for two weeks. This continued the tradition of providing PFA members with opportunities to maintain and develop wildland skills that will further enhance the Authority's ability to contend with major wildfires in PFA's district.

The year also saw the creation of the Wildland Fire Officer Position. For 2014, this position was soft-funded. For 2015 the position was converted to FTE. This denotes a major commitment by the Authority to ensure the continuity of focused program management. This will enhance not only the Authority's ability to deal with wildfires, but supports PFA's commitment to respond, manage, and recover from major incidents.

- 3B. Maintain and enhance a well-qualified, inclusive, diverse and safety-conscious workforce

The Wildland Fire Program successfully delivered the requisite annual refresher that focuses on proficiency in basic wildland firefighting skills and safe tactical decision making. This training was delivered to all shifts and was available to all PFA personnel. All PFA firefighters who had completed their probationary period were invited to participate in the Wildland Team for out-of-district deployments and/or in-district projects.

- 4E. Provide clarity and transparency in financial matters
- 4G. Enhance a culture of care and maintenance of PFA's physical assets

In order to start 2015 on a strong fiscal and physical asset note, the Wildland Fire Program pursued three distinct initiatives. First, audits of wildland fire equipment were performed on all apparatus and stations. Second, all PFA firefighters were asked to provide a full accounting of personally issued wildland fire equipment as well as their wildland fire training. Third, Captain Sean Jones began the process of reexamining the inventories and standardization of all brush units in the PFA system. These three audits allowed for an accounting of past PFA expenses, current material and training-based capabilities, as well as providing equipment and training inventories essential to determining future fiduciary needs.



## TECHNICAL RESCUE

Battalion Chief Brandon Garcia

### Program Overview

The technical rescue program's overall goal is to maintain and improve the technical rescue service level provided to the community. Technical rescue incidents involve trench rescue, confined space rescue, high and low angle rope rescue, ice, still and swift water rescue, building collapse, elevator, large animal rescue, and vehicle and machinery rescue.

PFA has the capability to respond, assess and mitigate the above defined technical rescue disciplines using a three tiered response model. This model is expandable and allows PFA to respond efficiently based on complex operational requirements of the technical rescue disciplines.

### Program Objectives

- Provide for trained personnel to respond safely to technical rescue emergencies.
- Maintain service levels as it relates to technical rescue standards.
- One regional training with neighboring fire departments.
- 100% of emergency responders to receive update on ice rescue, rope rescue, elevator rescue, and large animal rescue.
- All swift water rescue personnel to receive update on swift water rescue.
- Increase the number of advanced swift water rescue personnel.
- 100% of support company personnel to receive an update on trench rescue.
- 100% of Captains receive class on first due responsibilities.
- 100% of Support Company and Station 6 personnel receive update on big rig rescue.
- Complete operational plan for technical rescue.
- Look at re-organization of technical rescue disciplines. Adding engine companies to skill set training/response and separating Tower 1 and Ladder 5 responsibilities.
- Work toward completing collapse rescue program with equipment purchases.
- Continue capturing data on calls where technical rescue skills are used and work with RMS managers on how to better capture data.

### Program Targeted Outcomes

- Decrease overall response times to emergency requests for service
- Maintain and enhance an accountable, well-qualified, inclusive, diverse and safety-conscious workforce

### Program Measures of Progress

Strategic Goal	Performance Measure	2012 Actual	2013 Actual	2014 Actual	2015 Goal
<b><i>Reduce the frequency and severity of emergency incidents</i></b>	% of time qualified staff available to respond to technical rescue calls	New	100%	100%	100%
<b><i>Be an accountable, values-driven workforce that cares for the community and each other</i></b>	% of time a technical rescue specialist is on-scene in under 12 minutes (rope, trench, auto extrication, swift and still water, ice)	n/a	90%	88%	90%

### Report of Subprogram Activity

The technical rescue program divides its activity into trench rescue, confined space rescue, high and low angle rope rescue, ice, still, and swift water rescue, building collapse, elevator, large animal rescue, and vehicle and machinery rescue.

#### ***Trench Rescue***

- Response equipment was transitioned from 20 year old trailer to a box truck (Collapse Six).
- Two members participated in the Trench Rescue Technician course at Texas Engineering & Extension Service (TEEX).
- Trench Rescue Operational Directive Development.
- 752.75 hours of trench rescue training attended by PFA personnel.

#### ***Confined Space Rescue***

- Consolidation and purchase of confined space rescue equipment added to Collapse Six.
- Updates of the confined space rescue Operational Directive.
- Placement of lock-out/tag-out kits onto Ladder 5 and Tower 1.
- 350 hours of confined space rescue training attended by PFA personnel.

#### ***High and Low Angle Rope Rescue***

- Six members attended the 2014 Rigging for Rescue Class.
- The tower rescue class provided training for all personnel for four companies on each shift.

- All department response personnel received low-angle “handoff” training.
- PFA responded to a technical rescue at Horsetooth Mountain Park in August 2014 that validated PFA’s focus on rope rescue training due to decreased risk to responders and positive patient outcome.
- 1,684.8 hours of rope rescue training attended by PFA personnel.

***Ice, Still, and Swiftwater Rescue***

- Annual Swiftwater 1 and 2 certification classes were hosted by PFA.
- Ongoing Proficiency Swims were conducted by certified personnel.
- A department-wide Stillwater rescue class was delivered to all response personnel during the summer.
- One member completed the swiftwater instructor certification class.
- 19 personnel attended an eight-hour boat operations class.
- 443.7 hours of ice rescue training attended by PFA personnel.
- 1,418 hours of swift water rescue training attended by PFA personnel.

***Building Collapse***

- Equipment consolidated into Collapse Six for technician level responses.
- PFA maintained continued to support Urban Search and Rescue (USAR) through the active participation of 22 PFA personnel.
- 833.5 hours of USAR rescue training attended by PFA personnel.

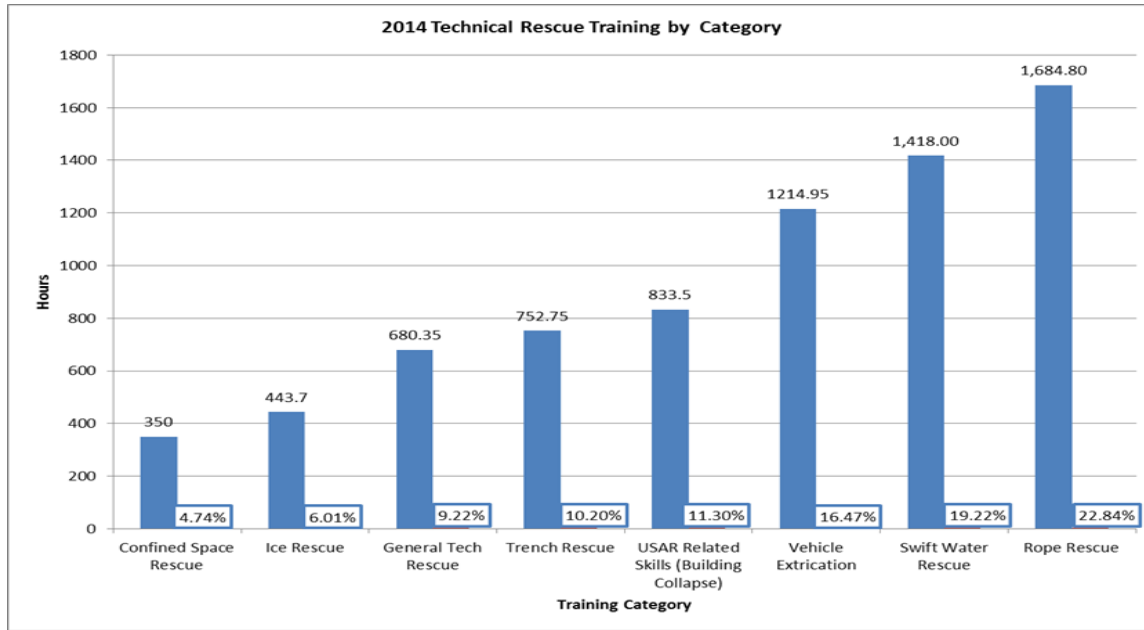
***Large Animal Rescue***

- Large Animal Rescue capabilities including equipment transitioned to Station 12.
- Development of Large Animal Rescue Operational Directive.
- PFA delivered a three hour video conference class to all operations personnel.
- PFA delivered an eight hour hands on class to all Station 12 and support company personnel.

***Vehicle and Machinery Rescue***

- “Big Rig” vehicle extrication training, equipment and operational directive development and deployment.
- 1,214.95 hours of vehicle extrication training attended by PFA personnel.

These subprograms will benefit from the development of the technical rescue operational plan and performance indicators as part of accreditation. Equipment and training needs will be expanded as part of these efforts and the technical rescue program will continue to develop its effectiveness measurement as part of the Poudre Fire Authority annual budget.



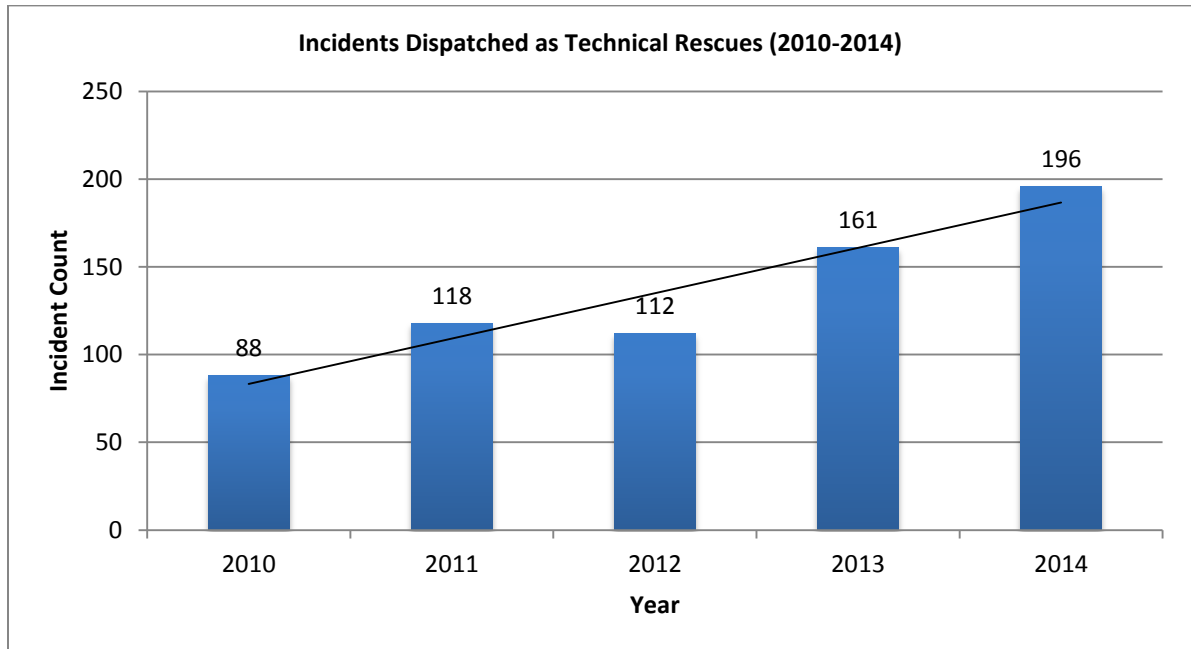
### Response Activity Summary

#### Technical Rescue Five-Year Summary (By Dispatch Type)

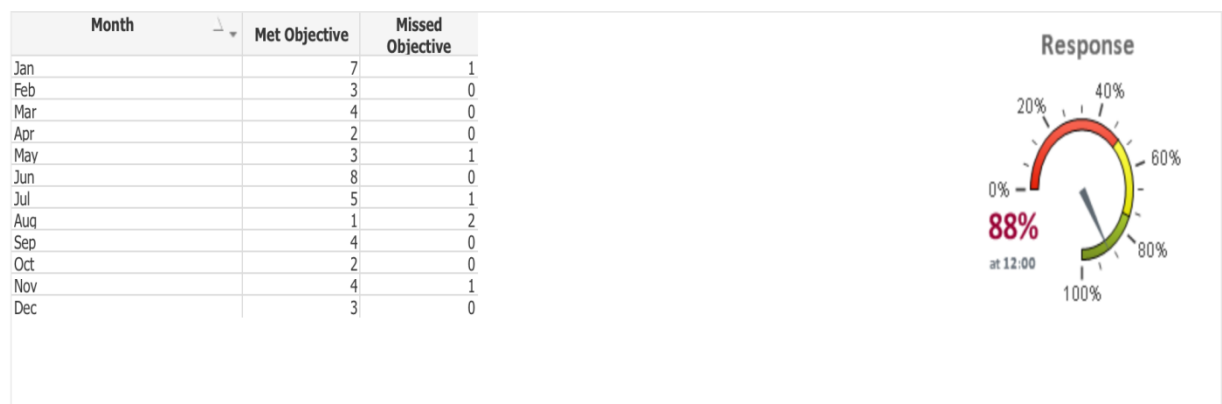
CALL TYPE DESCRIPTION	2010	2011	2012	2013	2014	5 YEAR TOTAL
<b>Elevator Rescue</b>	43	50	51	48	91	283
<b>Motor Vehicle Accidents with Extrication</b>	31	48	40	77	74	270
<b>General Rescue Responses</b>	-	2	5	11	5	23
<b>Search for Lost Persons</b>	-	1	-	-	-	1
<b>Water Rescues (Swiftwater, Stillwater, and Ice)</b>	14	17	16	25	26	98
	<b>88</b>	<b>118</b>	<b>112</b>	<b>161</b>	<b>196</b>	<b>675</b>
<b>Percent Change</b>		<b>34.09%</b>	<b>-5.08%</b>	<b>43.75%</b>	<b>21.74%</b>	

The above table represents the five-year activity trend for dispatched technical rescue incidents responded to by Poudre Fire Authority. This data indicates an average annual increase of 24.62%. In response to this trend, the Poudre Fire Authority has been expanding its response capabilities to such incidents by expanding the skill set of personnel, researching and acquiring additional

equipment, and reviewing mutual and automatic aid agreements to meet this need.

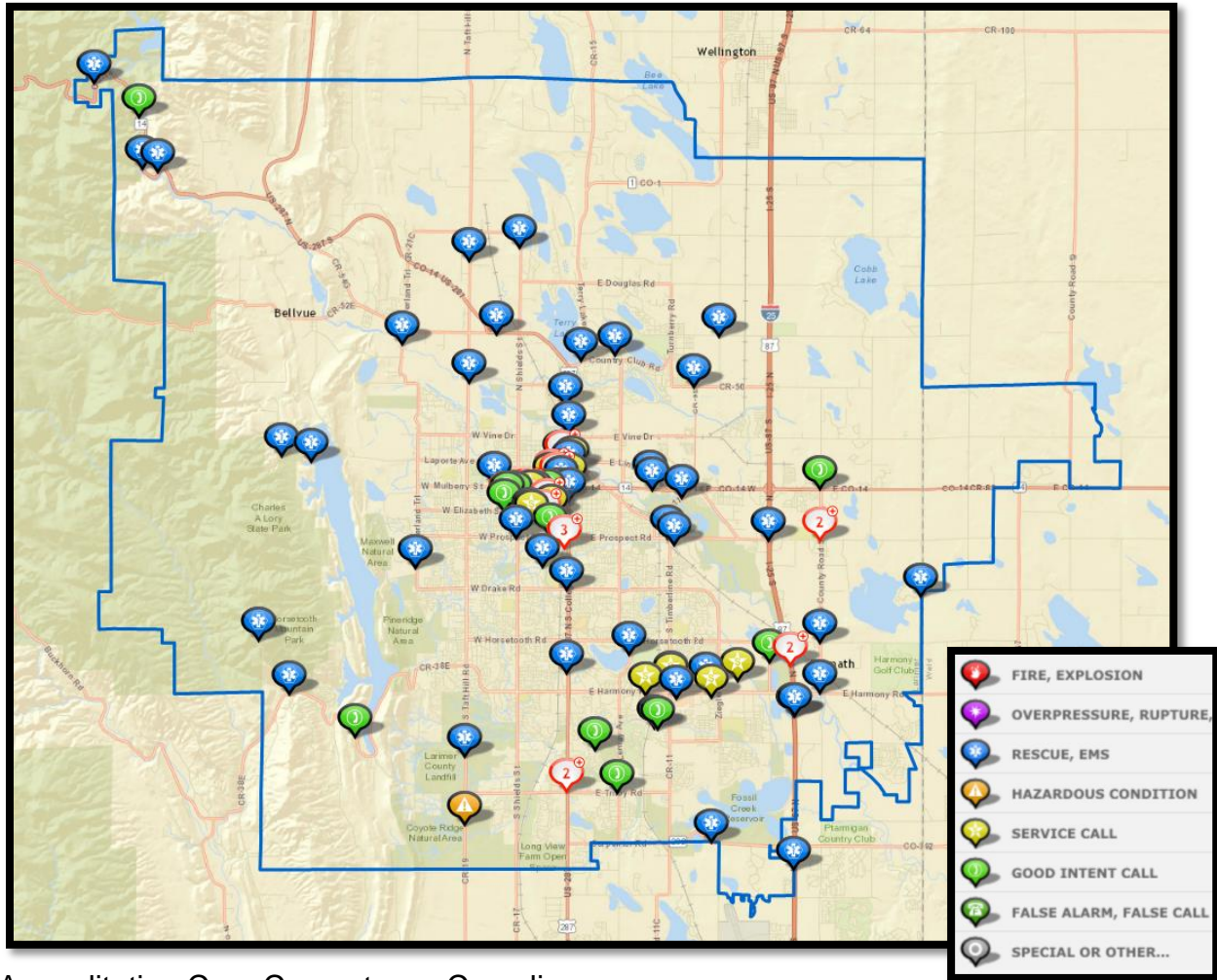


One outcome measure of progress used by the program is the percent of time a technical rescue specialist is on-scene in less than 12 minutes (rope, trench, auto extrication, ice rescue, and still and swiftwater responses). This data has been difficult to track as outlined in other portions of this report. Currently, the Poudre Fire Authority is able to ensure that such personnel are staffed on the two support rigs in the response system. Below is a chart indicating the percent of the time the first support company, dispatched to technical rescue incidents, arrived on-scene within 12 minutes from the time of dispatch.



The arrival of properly trained personnel can have a positive outcome on such incidents and given the increase in annual call volume to such incidents, the need for the delivery of such services has increased. The map below shows the location of these incidents by final disposition as recorded in the Records Management System of PFA.

## 2014 Technical Rescue Incident Locations



### Accreditation Core Competency Compliance

5E.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of technical rescue emergency incidents.

From 2010-2014, the Poudre Fire Authority has met its baseline response performance objectives, staffing, response time, apparatus and equipment deployment objectives for technical rescue incidents. On technical rescue incidents, the first-due unit arrived within a total response time of 8 minutes 18 seconds in the urban areas, 12 minutes 12 seconds in the suburban areas, and 20 minutes 12 seconds in the rural areas. The 90<sup>th</sup> percentile was not calculated for the effective response force due to a lack of data. The agency has identified the need to improve its records management system quality assurance to improve its ability to measure the effective response force arrival. Rural area response performance is influenced by long travel distances of the 2<sup>nd</sup> arriving truck company to incidents in the north and west of the jurisdiction. The agency has found its call processing times to not meet the national standard and is partnering with the emergency communications center to improve these times.

5E.4 Current standard operating procedures or general guidelines are in place to accomplish the stated level of response for technical rescue incidents.

PFA has used the Operational Directives (ODs) in place to direct and accomplish the agency's stated level of response. The After-Action Reviews (AARs) utilized by the agency have worked to find areas where the ODs needed updated. PFA will update the Multiple Alarm response OD to reflect upgrading technical rescue incidents by the end of 2015. PFA will implement an annual review of the technical rescue ODs by the technical rescue coordinator to evaluate their relevancy during the year-end meeting with the program manager and the technical rescue liaison.

5E.7 An appraisal is conducted, at least annually, to determine the effectiveness of the technical rescue program.

The technical rescue program appraises the effectiveness of the program as compared to objectives outlined in the annual budget. The liaison to the technical rescue committee holds quarterly and year-end meetings with each technical rescue program manager. The report reflects the accomplishments for the year. Outcomes are reported and tracked in the budget document for the technical rescue program. The outcomes tracked in the annual budget completed by the technical rescue program have helped the agency determine the effectiveness of the program. The report has reflected general program activity over the year. PFA will continue to annually measure its performance against the technical rescue outcomes found in the budget document and incorporate these into the operational plan for the year-end report in 2015.

### Looking Ahead

#### **General**

2015 promises to be another busy year for the technical rescue program. The program is in the midst of a reorganization to focus on four major management areas to include:

- General Program Management
- Training
- Budget Management
- Operations Planning

One major development that will outline 2015 program activity is the development of an operational plan that will help operationalize the training needs and equipment needs of the program. In addition, PFA will continue its active participation as part of the Urban Search and Rescue (USAR) component with the Colorado Task Force One (CO-TF1) USAR Team. While providing a vital resource for this federal response team, Poudre Fire Authority benefits from this participation by providing well-trained subject matter experts for response to complex technical rescue responses. There are currently 22 personnel that serve in this capacity.

### ***Technical Rescue Response Data***

2015 will represent the first year that the program will monitor its baseline performance in real time as part of the Standards of Cover. The technical rescue program is actively working to improve its ability to accurately capture data related to response activity. Similar trends have been noted in other specialty response programs, and Technical Rescue plans to work with the managers of these programs, the IT department and Fort Collins 9-1-1 to improve capabilities in this area. This includes response related data and ensuring accurate data entry to reflect the call type and skills delivered as encountered by personnel. In particular, the program is seeking to fully research the water rescue program delivered to citizens.

### ***Equipment and Supplies***

The technical rescue program managers are currently developing an operational plan that will outline an equipment replacement plan to ensure that supplies are maintained in a sustainable and responsible fashion in accordance with the PFA Budget and to meet the standards for technical rescue by the National Fire Protection Association (NFPA).

### ***Operational Directives***

During 2014, technical rescue personnel actively worked to review, update, and develop the 12 core operational directives (ODs) that guide the program. After action reviews were incorporated where appropriate to ensure PFA continues to accomplish its desired level of response. The technical rescue program plans to review all technical rescue ODs to ensure relevancy on an annual basis.

### ***Training Standards Development***

The technical rescue program has been actively developing minimum training standards for water rescue, auto extrication and rope rescue. Specific activities to maintain these levels of expertise are found in the subprogram activity reports. However, during 2015, the program will focus on further developing minimum training standards for all support company personnel and to expand on all training needs as outlined in the technical rescue operational plan currently under development.

## **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.
- No failures of SCBA on emergency incidents.

SCBA equipment was maintained in good order to provide safe, effective, reliable equipment. No failures were incurred. Repairs were made with performance measurements of 60% within 72 hours, 80% within one week, and 90% within two weeks of receipt.

Total rebuild of the regulator inventory will be finished in 2015.

100% of uniformed personnel were fit tested, providing 550 tests in 2014.

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

Training, equipment and support was provided to two recruit academies and annual SCBA training to the Authority.

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

### CUSTOMER ASSISTANCE RESPONSE TEAM

Captain Ralph Kettle

The Customer Assistance Response Team (CART) program was established to provide added value to the Citizens of the PFA district. After the emergency incident is mitigated, the CART provides support to help customers meet their immediate needs and to quickly recover from the emergency.

In 2014, the CART team set, and achieved, a lofty goal of providing service 100% of the time when requested. Considering the fact that the CART program is staffed with seven off-duty firefighters, this shows a true dedication by the members of the team to provide the best service possible to the community and

creates alignment with the following PFA strategic goals:

- Goal 1 – Reduce the frequency and severity of emergency incidents. The CART team fulfills this by responding quickly and coordinating with on-duty crews, restoration companies and the occupants to reduce damage. The members of the team follow-up after the incident to answer questions and assist with recovery.
- Goal 2 – Promote emergency preparation, response, mitigation, recovery, and resiliency across the organization in collaboration with other community efforts. The CART team provides literature, expertise and coordination for the citizens impacted by the emergency to promote rapid mitigation and recovery.
- Goal 3 – Be a values-driven workforce that cares for each other and the community. The CART team demonstrates the PFA core values by being prompt, skillful and caring with CART service delivery.
- Goal 4 – Be effective stewards of the community and PFA's resources. The CART response allows on-duty fire companies to more quickly return to service following an incident therefore providing better service to the community.

2014 Responses:

- Assisted 50 individuals during and after emergencies.
- CART was requested to respond 17 times and responded 100% of the time.
- With a no cost agreement with the Homewood Suites we were able to provide temporary shelter following emergency operations to 18 customers on five separate occasions.
- Following a fire that destroyed a single mother's vehicle with her only child safety seat, the CART representative provided another car seat and transported the family to Station 10 to have the seat properly installed.
- A family of six was involved in a motor vehicle accident while traveling through PFA's district. Two members of the family were transported to Poudre Valley Hospital. The CART member arranged lodging and transportation to and from the hospital for two days until arrangements could be made to get the family home.
- Following a fire at a townhouse complex, the owner of the home asked the CART member to attend a community gathering to help answer fire safety questions and provide expert advice to keep the neighborhood safe.
- The CART assisted with transporting two family dogs, overcome by smoke inhalation, to the CSU veterinary hospital.

## OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Gary Nuckols

### **Peer Support Team**

PFA started a Peer Support Team (PST) in 2014 led by a team coordinator with three additional peer support team members working under a clinical supervisor. Team members have been trained under a mental health professional in stress management, critical incident stress, and crisis intervention techniques in order to provide personnel with resources and support for these experiences. As a new service offered in 2014, the impact or need for this service was unknown. Confidentiality is key to a successful program and tracking is only done by number of contacts or hours of service. No names are divulged to PFA. In 2014 the team had 59 contacts for service. Contacts can be in the form of a direct contact of an individual to the PST member, a referral, or a “reach-out” where a PST member makes the initial contact. The program has proven to be a needed resource for PFA personnel, and in 2015 long-term sustainability of the program will be evaluated and effectiveness and willingness to utilize the program will be evaluated.

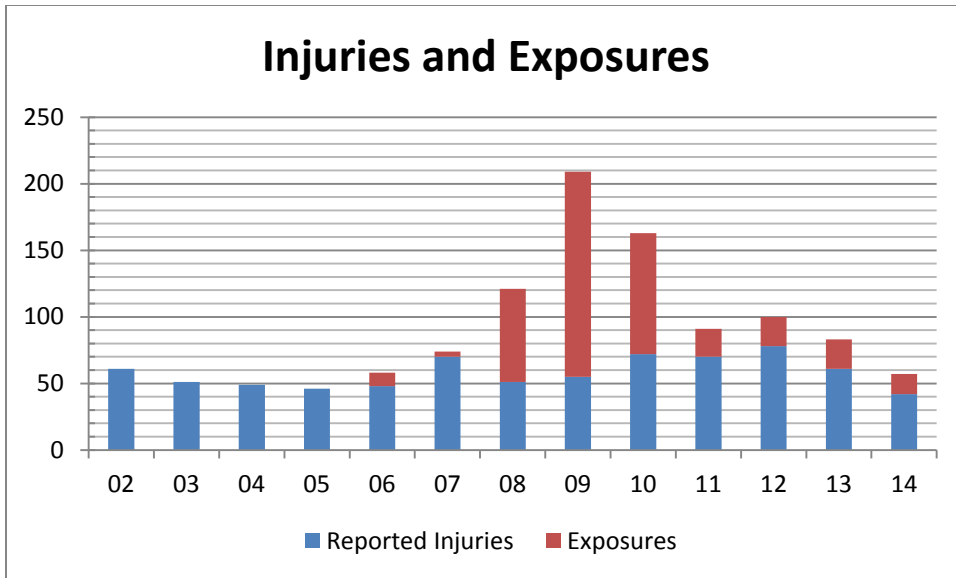
### **Fitness**

PFA has been utilizing Peer Fitness Trainers (PFT) for many years to provide instructional, nutritional and educational services to PFA members. Firefighters are evaluated annually by the PFTs using a national system designed for firefighters titled the Wellness Fitness Initiative. Past years’ method of evaluations allowed for very little time for interaction or feedback. This year the evaluations were changed to where the PFTs went to the stations to perform them with a crew at a time. This resulted in a better evaluation, with immediate feedback on results. In 2014 the PFTs performed over forty additional requests for instructional, nutritional or educational services to PFA members.

### **Injuries and Exposures**

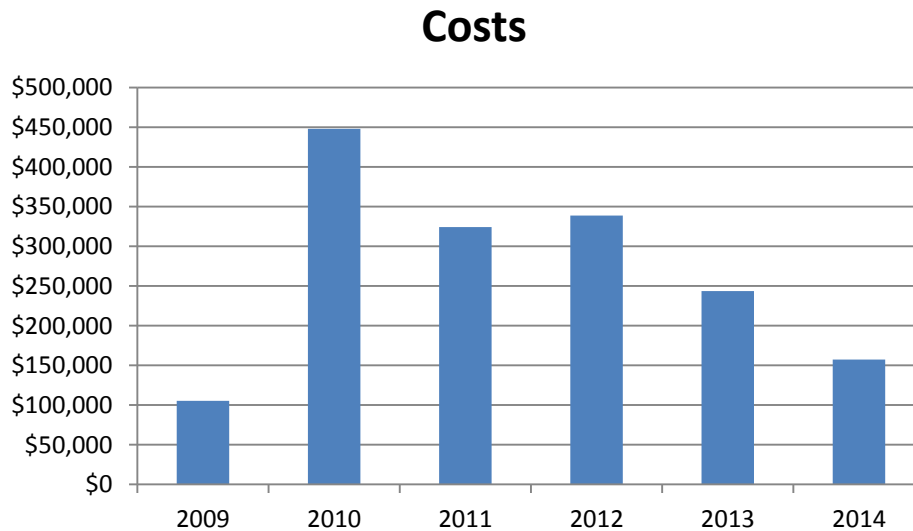
In 2014 PFA had a reduction in reported injuries and exposures with 57 compared to 83 in 2013. Using the OSHA reportable standard (OSHA defined as treatment beyond first aid) there were 17 incidents for the year. PFA’s Recordable Accident Frequency calculated using OSHA formula (# of injuries x 200,000/ number of hours worked) was 7.7 compared to 9.0 in 2013. The national comparable rate for fire departments was 11.2. This is the second 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 actions to reduce exposures, especially those asbestos related, has shown its impact. These actions have resulted in positive outcomes as seen by the reduction in exposure reports.



### Costs

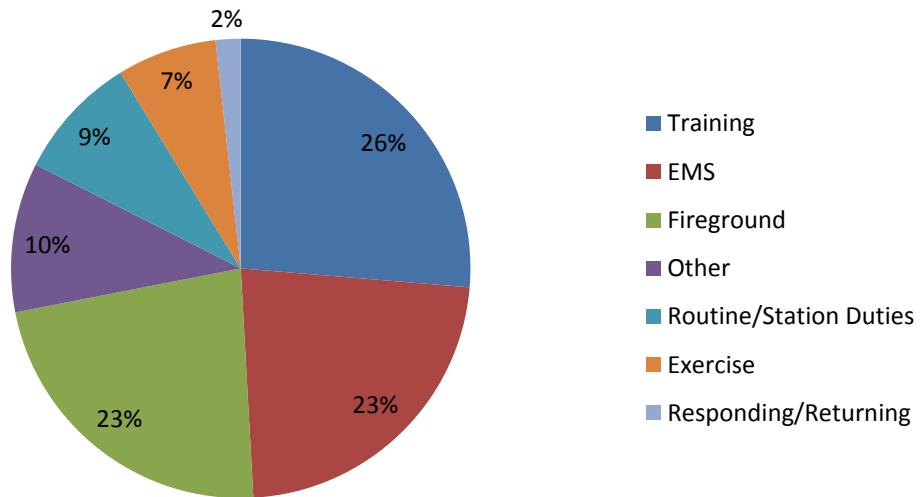
The chart below illustrates the cost paid by PFA's workers' compensation insurance carrier. PFA has had a continual reduction from 2012 to present. This reduction has resulted in a lowering of PFA's insurance experience modifier for 2015 from 1.03 to .86.



	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr	YTD 2014	2013
Total	19	20	11	7	57	83
Injuries	19	10	8	6	43	71
Lost Time <sup>3</sup>	16	66	81	64	164	210
Exposures	0	10	3	1	14	22
Cost <sup>2</sup>	\$45,522	\$55,970	\$30,327	\$25,448	\$157,267	\$243,344
Recordable <sup>1</sup>	7	4	3	3	17	22
Frequency <sup>4</sup>	12.78	6.4	5.6	5.4	7.7	9

The following charts illustrate the activity at time of injury and the injury type based on National Fire Protection Association classifications. PFA separates exercise as its own activity category and in 2014 a dramatic reduction in these injuries was seen as past years numbers were in the low teens. Nationally fireground injuries account for almost half of all injuries. The fireground is the most dynamic and uncontrolled of work environments and PFA is proud of its personnel for efforts in keeping this injury rate low in such conditions.

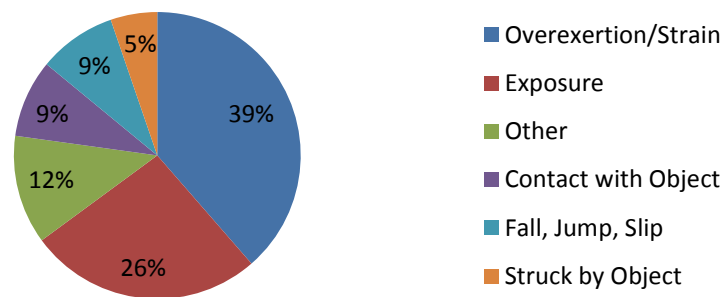
### 2014 Reported Injuries/Exposures Activity



Activity at Time of Injury	2014	Five-Year Average
EMS	13	14
Fireground	13	15
Training	15	17
Exercise	4	9
Routine/Station Duties	11	10
Responding/Returning	1	1
Other	6	8

In 2014, PFA experienced a reduction in all categories of injury types compared to its four-year average. Nationally overexertion/strain is also the highest percentage of injury type.

### 2014 Reported Injuries/Exposures by Injury Type



Injury Type	2014	Four-Year Average*
Overexertion/Strain	22	27
Exposure	15	20
Contact with Object	5	8
Struck by Object	3	6
Fall, Jump, Slip	5	11
Other	7	11

\*NFPA classifications changed in 2011. Only a four-year average show

#### **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. Annual reports beginning in 2014 now reflect this split.

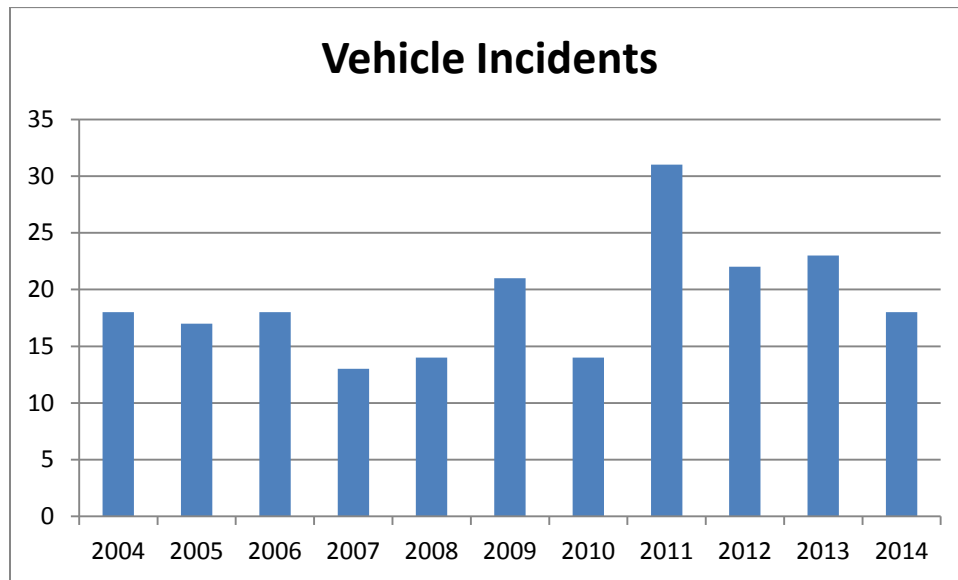
In 2014, PFA had eight personnel on injury leave or modified duty for a total of 227 shifts. There were an additional nine personnel on extended sick leave or modified duty for non-work related causes which resulted in an additional 258 shifts impacted.

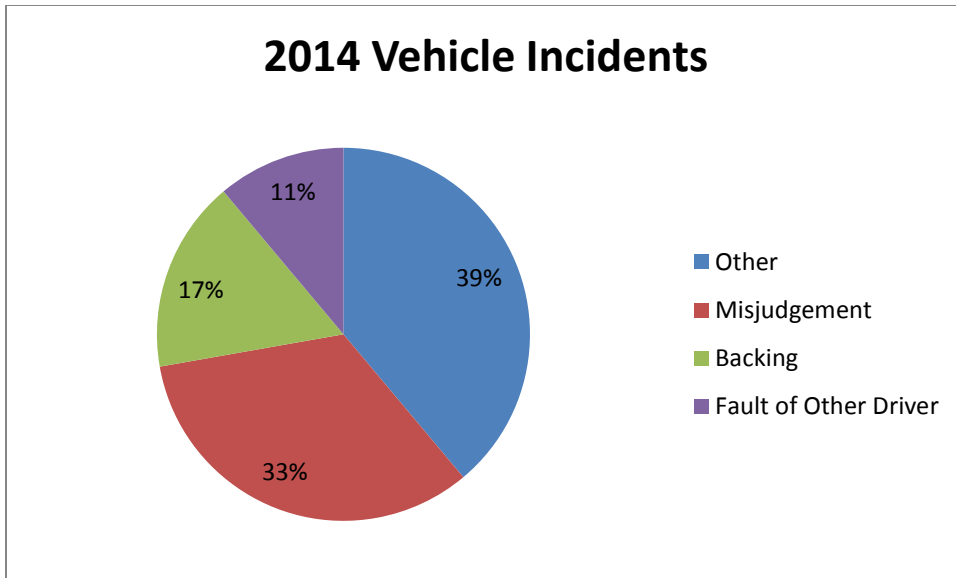
### **Injury Reviews**

The shift Safety Officers performed thirty- four injury reviews with injured employees. In 2014 the Captain was added in the review to ensure the supervisor was aware of and to assist in the review. In mid-2014, personnel were provided a summary of the injuries for the first half of the year showing each injury, the causal factors, lessons learned, and recommendations. The second half 2014 injury summary will be distributed in spring 2015.

### **Vehicle Accidents**

There were eighteen vehicle incidents compared to twenty-three in 2013. 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 shift Safety Officers review the report with the individuals to assure all the causal factors and lessons learned are determined. Sixteen of these reports were posted on PFA's Intranet site this year.





Vehicle Incident Cause	2014	Five-Year Average
Misjudgment	6	13
Backing	3	5
Fault of Other Driver	2	4
Failure to Yield to Emergency Vehicle	0	.4
Equipment Failure	0	.8
Other	7	2

### INFORMATION TECHNOLOGY

Support Chief Mike Gress  
 IT Manager Tom Hatfield  
 IT Analyst Eric Nelson  
 IT Support Specialist Ray Perez  
 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. While there weren't many specific projects that began and ended in 2014, it was a very productive year for the IT department. Listed below is a synopsis of those major projects.

A new and improved Aruba wireless system was implemented at all PFA facilities with the exclusion of volunteer stations 8, 9, and 11. This not only improves wireless access and security for employees of PFA, but also for guests. This new system also assists us in addressing the popular term known as BYOD (Bring Your Own Device). More and more users need to use PFA's network and resources with personal devices. IT has put PFA in a stronger position with the



combination of enhanced wireless security, device provisioning, and remote desktop/terminal services that keeps the data in the data center.

New hardware was purchased and deployed in PFA's data center to meet the increasing demands of both storage and services. This is an ongoing and evolving project that is planned to continue enhancing well into 2015 and beyond.

A Request For Proposal was completed in 2014, and after careful consideration, the vendor SKC was selected to help IT replace the current video and audio conferencing solution. This implementation in 2015 will be an all-encompassing solution that will allow collaboration from anywhere with desktop/laptop PCs, tablets, desk phones and smartphones, and physical camera endpoint devices.

During the last quarter of 2014, Webroot was identified as PFA's top malware/virus protection suite. The purchase and deployment of this product will be conducted in 2015. This will replace the existing mix of McAfee and Microsoft Security Essentials which have proved to be not as effective in preventing and eliminating malware.

A new helpdesk system was implemented in 2014 which will be used more in 2015 to efficiently track end user IT support requests. This product is known as Spiceworks and it already assists nicely with asset management and resource tracking features.

With the recent retirement of Captain Gil Fisher, a new IT Specialist was recruited and hired to join PFA's IT group. Ray Perez is a welcome addition to PFA's IT team.

PFA's public website <http://www.poudre-fire.org> continues to be enhanced. Some items include enhancements for the job application section of the site, news releases, wildland data collection, and web forms primarily used by the Community Safety and Service Division.

In 2014, a custom software package named the Daily Log program was developed and tested by many captains and individuals. This was a directive from Chief DeMint to provide a tool to allow users to log activities that they perform each day, in addition to incident response and scheduled training. After several revisions to include user recommendations, the program went live on 1/1/2015. As of 3/19/2015, 7,990 activities have been entered into the database by companies using this program. Upon completion of the first quarter 2015, the management team will review the entered activities.

In 2014 PFA IT and GIS continued to work closely with the Accreditation Manager to provide GIS data and analysis to be included in the Standards of Cover.

In 2014 PFA IT and GIS developed a new version of the Mobile Inspection Program (MIP) and installed it on all computers and the terminal server used by

Bureau inspectors to capture Sprinkler and General Safety inspection data. This new version did not require an expensive (licensed) Adobe Acrobat component to be installed on each MIP computer. This new Windows forms based version has proven to be more reliable and faster performance than previous versions.

## COMMUNITY SAFETY AND SERVICE

Division Chief Bob Poncelow

The Community Safety and Service Division (CSSD) continued the existing building inspection program, further expanding the number of buildings receiving a general fire inspection. This effort has identified many fire hazards in the community and the efforts should culminate in 2015 when staff will have completed a fire inspection on every commercial building over the last three years. The fire protection system inspections along with the general fire inspection program continue to operate using primarily part-time inspectors and shift-based Fire Inspection Coordinators. Due to the complexity of some businesses, some inspectors are being trained in specialties, for example distilleries and marijuana extraction facilities both pose specialized concerns requiring a higher level of expertise and training.

The Technical Services section of Fire Prevention saw a record number of new construction projects submitted for review and eventual construction. These projects included the Woodward Governor Campus, Foothills Mall redevelopment, Banner Hospital, Lory Student Center remodel, several large multi-family residential buildings and many smaller projects. While this workload was managed, it did identify some shortfalls in staffing. The increase in fees generated by the increase in construction allowed additional staffing to be retained; specifically two part-time permit technicians to staff the front desk. This addition increased customer service and decreased wait times at the counter and for phone-based service. Combined with moving almost entirely to electronic plan and permit submittals, the permit technicians have enabled the office to effectively and efficiently address the increase in work load while being funded almost entirely by the fees from the increased submittals and reviews.

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. The OEM has been actively involved in work on the local, state, and federal level regarding significant hazards within the PFA jurisdiction. This includes terrorism threats, hazardous rail and truck cargo, and natural disasters. OEM continues to assist other agencies with the recovery efforts from the 2013 flooding and works closely with the Mayor's office in attempting to address hazardous rail traffic in Fort Collins and in particular the transport of crude oil.

Funding was identified in 2014 for the addition of a full-time professional educator to assist Captain Love in designing, implementing, presenting and evaluating public education efforts at all levels within the organization. Michael Durkin was hired to fill that role and brings a strong background in education including work with non-English speaking audiences. His experience, education



and skills have made an impact on the public education efforts and have allowed Captain Love to concentrate on strategic program development and direct more resources towards managing the Public Information aspects of the position.

Specific and detailed assessments of all sections of Community Safety and Service are included in the following pages.

## PUBLIC AFFAIRS AND EDUCATION

Captain Patrick Love

The primary purpose of the Office of Public Affairs and Education is to educate customers in order for them to PREVENT an incident, or at the very least mitigate circumstances for survival and best possible outcome. This is accomplished with one, full-time public affairs and education officer, one full-time public education specialist, and one administrative assistant. A Public Outreach Committee consisting of four 40-hour personnel, including the three mentioned in the previous sentence, and six on-line employees assist with education evaluation, direction and event assistance. With these personnel, numerous programs are supported to reduce fire and life hazards within PFA's jurisdiction. Examples of programs include: Safety House in Schools, child passenger seat training and installation, fire station tours and fire extinguisher training.

The public education program is focused on providing educational options at the individual, business and community level. Education is conducted through programs such as Safety House in Schools, seventh grade health classes, fire station tours, fire extinguisher training, child car seat installation and training, emergency evacuation drills, university staff and student hands-on and classroom training, speaking to target groups, life safety event participation, social media and standard media. Target groups are focused on children between the ages of seven and ten and older adults, including those living in independent and assisted living facilities.

No service requests or events could have been handled without the significant time and effort of PFA's dedicated firefighters and staff or the assistance of partner agencies such as the American Red Cross, Northern Colorado Chapter; Colorado State University; Safe Kids Larimer County; Poudre Valley Hospital/UC Health and The Lauren Project.

Public and media relations are overseen by the affairs & education officer who tasked as the Authority 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; creates and maintains positive relationships with other agencies and general public contacts.

It is important to keep customers up to date on notable activities, events and prevention education so they can stay informed and make safe choices. As

history and experience have proven, this works especially well when there are major emergencies in the community.

### **Service Requests**

In 2014, PFA fulfilled 572 requests regarding service to community members for fire and life safety education and other customer contact opportunities. This equates to a conservative 2,000 man-hours. The service request program represents the majority of firefighter contact with citizens in a non-emergency setting and is paramount to PFA's community outreach and educational programs.

Following is a list of all types of events and includes the number of customers with which PFA came in contact in 2014.

<b>Service Requests by <u>TYPE</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>% Change From Previous Year</b>
Station tour	114	75	102	99	92	-7.07%
Extinguisher class	53	44	27	28	24	-14.29%
Safety talk	165	103	212	116	118	1.72%
Fire drill	15	21	22	21	15	-28.57%
Home Safety Surveys	8	6	13	9	11	22.22%
Neighborhood event	32	33	29	35	23	-34.29%
Safety/Science fair	13	12	6	7	16	114.29%
Apparatus tour	131	88	159	114	124	8.77%
Smoke Alarm battery help	39	31	25	28	36	28.57%
Career day/career talks	8	8	7	5	1	-800.00%
Fire Safety House	32	26	25	34	32	-5.88%
Strap & Snap	3	5	4	6	6	0.00%
Other	40	81	44	35	74	111.42%
<b>Total</b>	<b>653</b>	<b>533</b>	<b>675</b>	<b>537</b>	<b>572</b>	<b>6.52%</b>

\* 2013 Tuesday training implemented = loss of 53 days for public education events

<b>Service Requests by <u>AGE RANGE</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>% Change From Previous Year</b>
Pre-School (3-5)	2833	2164	2363	1676	1898	13.25%
Elementary (5-12)	5351	3154	4251	3964	5125	29.29%
Jr/Sr High (12-18)	499	1483	494	860	1168	35.81%
Adult (18-60)	6448	4409	4249	4761	5713	19.99%
Sr Citizen (60+)	821	936	956	1119	1590	42.09%
<b>Total</b>	<b>15952</b>	<b>12146</b>	<b>12313</b>	<b>12380</b>	<b>15494</b>	<b>25.15%</b>

<b>Service Requests by STATION</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>% Change From Previous Year</b>
Station 1	51	34	42	32	44	37.50%
Station 2	28	30	19	15	15	0.00%
Station 3	35	43	35	16	24	50.00%
Station 4	37	30	31	29	36	24.13%
Station 5	37	19	35	35	39	11.42%
Station 6	13	16	8	12	18	50.00%
Station 7	10	4	8	10	4	-60.00%
Station 10	33	18	24	24	21	-12.50%
Station 12	9	16	12	9	18	100.00%
Station 14	36	25	23	20	22	10.00%
Other	53	51	49	58	98	68.96%
<b>Total</b>	<b>342</b>	<b>286</b>	<b>286</b>	<b>260</b>	<b>339</b>	<b>30.38%</b>

<b><u>RIDE-ALONGS</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>% Change From Previous Year</b>
Citizen Ride-Alongs	136	28	36	143	53	-62.93%

### **Child Passenger Safety**

PFA firefighters participated in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2014 PFA Firefighter/Car Seat Technicians installed or checked the installation of 366 seats. This program continues to be a very valuable service that PFA provides.

						<b>% Change From Previous Year</b>
<b><u>Car Seat Checks</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
Station 1	81	42	18	12	25	108.33%
Station 2	18	46	41	58	37	-36.20%
Station 3	32	49	42	41	31	-24.39%
Station 4	66	46	61	32	44	37.50%
Station 5	45	65	47	83	74	-10.84%
Station 6	29	23	44	22	17	-22.72%
Station 7	9	1	3	5	8	60.00%
Stataion 10	44	26	32	49	37	-24.48%
Station 12	9	9	22	24	33	37.50%
Station 14	14	24	43	19	33	73.68%
Check Points					8	
Other	7	10	29	16	19	18.75%
<b>Total</b>	<b>354</b>	<b>341</b>	<b>382</b>	<b>361</b>	<b>366</b>	<b>1.38%</b>

### **Youth Fire Awareness/Juvenile Fire Setter Intervention Program**

Over 50% 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 setting behavior. Children and juveniles become involved in this program in one of four ways: referred by their parents; they are contacted by PFA personnel at a fire incident; they are required to participate through juvenile diversion at the District Attorney's Office; or they receive an educational class at their school.

Participants in this program receive education about arson, juvenile involvement, effects of arson on the community, and participants are invited to engage firefighters in open discussion about these issues.

						<b>% Change From Previous Year</b>
<b><u>Juvenile Fire Setter Contacts</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	
Referred Interventions	20	4	5	13	10	-23.07%

### **Accomplishments & Goals**

In order to reach PFA's strategic goals to 'Reduce the frequency and severity of emergency incidents' and 'Be an accountable, values-driven workforce that cares for the community and each other' initiatives and measurements such as those that follow have been established.

- An education specialist was hired the last quarter of 2014 to assist with PFA's growing population and requests for service.
- Identify and contact additional audiences and groups with which to work. Even though over 15,000 customers were reached for education during 2014 in a non-emergency setting, a goal is to make contact with a minimum of ten percent (19,000) of PFA's customers by the end of 2016.
- A program appraisal metric was developed last year to measure trends through software designed for this purpose. This analysis has identified the frequency and location of incidents in an effort to develop a measured and prioritized approach to planning education activities.
- By the end of the first quarter 2015, an analysis of incident data, including local and state injury figures will be complete. By the end of second quarter 2015 this data will be utilized for program development, changes and/or implementation. Furthermore, the analysis will allow the public education team to develop geographic target areas to further focus education and prevention efforts.
- Plan, fund and implement two new smoke alarm and carbon monoxide alarm programs by the end of fourth quarter 2015. An additional goal is that 85% of residences within PFA's jurisdiction have smoke alarms and carbon monoxide alarms.
- A new Fire Station Tour guideline has been developed and will be presented to on-line crews by the end of third quarter 2015. Mini-teaching sessions will be held along with video conference training. To assist on-line personnel with station tours and education, updated messaging and videos will be in stations by the end of second quarter 2015.
- By the end of the second quarter of 2015, outcome measures will be developed and analyzed for the top five public education programs.
- Reduce preventable injuries by 2%.
- Increase Social Media use by 5% in 2015.

### **Notable New and Continuing Programs**

**Safety Trailer in Schools Program-** This program was reintroduced six years ago and has gone from a handful of participating schools to almost all schools within the Poudre School District; plus two within Thompson School District (PFA response area). In 2014 PFA reached more than 1,900 children. 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. In 2014, children participating in the Safety House in Schools program scored an average of 98% on post-tests administered after going through the program. Both kids

and teachers alike have come to excitedly anticipate PFA's visits every year.

**Fire Ops 101-** This program is a collaborative effort between two local groups and PFA; The City of Fort Collins CityWorks and Leadership Fort Collins. The program showcases PFA in order to show where and how tax dollars are being spent along with giving the participants a view into the world of emergency services. PFA continually receives high grades from participants for this event.

**Smoke Alarm & Carbon Monoxide Alarm Program-** Approximately 2,200 civilians die in residential fires each year in the United States. Of these, almost two thirds are contributed to absent or non-working smoke alarms. Since 1991 PFA has had a smoke alarm and battery give-away program in place. A carbon monoxide (CO) alarm program was established in 2012 to educate customers and meet the growing demand for devices. Since then there have been two documented saves from (CO) alarms installed by PFA personnel. If a customer needs an alarm, the crew will provide an alarm at any time. This would occur even if the request is in a million dollar residence and until that customer can secure a more long-term solution. Additional steps to ensure customers are protected include alarm canvass events.

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

## OFFICE OF EMERGENCY MANAGEMENT

Emergency Manager  
Battalion Chief Mike Gavin

The Office of Emergency Management (OEM) made numerous accomplishments and achievements in 2014. Although the focus will always be on Prevention, Preparedness, Mitigation, Response and Recovery from natural, technological and man-made hazards that are a threat to the community of Fort Collins, a focus in the areas of prevention, preparedness and mitigation will continue. 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 in the City of Fort Collins and Poudre Fire Authority. 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 Emergency Operation Plans and Operational Guidelines, along with providing exercises to evaluate PFA's ability to perform. Compliance with these standards are currently becoming a mandate for federal funding among many federal agencies.

OEM was able to proceed with several capital improvements due to positive results of the Budgeting For Outcome process. However OEM is still in a position of needing additional full-time employees (FTE) for keeping up with demands in this program area. This office continues to assist Colorado State University (CSU) with the intern program for students studying emergency management and sociology, although the time commitment is increasing for the OEM office.

## 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 2014 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 2015. Regional collaboration and cooperation is underway to move more towards a regional approach regarding these issues. Federal regulations are currently undergoing changes which will impact the community and this office.

## PREPAREDNESS

Large scale disaster planning continued through 2014 with the update of the regional mass casualty plan which included the after action review of various exercises including participation in a state-wide radiological incident held in Fort Collins and a National Exercise Program Table Top regarding Climate Change which was also hosted in Fort Collins. 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 their personnel. OEM continues to deliver training to meet this standard including Disaster Preparedness, Incident Command, and Debris Management. In coordination with the Storm Water Division of the City, OEM developed and held a major functional exercise 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 that OEM has participated in will be on preparedness and mitigation from these changes. We have seen many rewards from OEM's participation in this program. That includes major grants to the area and recognition that Fort Collins is a leader in Climate Change Issues.

## MITIGATION

A public education program with focus on disaster preparedness/survival continued in 2014 with the redesign and moving the OEM website to PFA IT. This project will continue into 2015 and will have ongoing maintenance and improvements. The 2015 Disaster Preparedness calendar was completed and distributed. The top hazards in the community continue to be the focus of major mitigation efforts. Few capital improvements occurred in 2014, 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 2013, FEMA has made funds available for the State of Colorado, including Fort Collins, for immediate mitigation projects with focus on wildland fires and flooding. OEM has been very successful in acquiring funding through these grants. 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. In 2015 additional exercises focused on Emergency Operations Center operations will take place.

Winter snow storms again did not impact the City in 2014 as much as they have in previous years. With cold temperatures in December and anticipation of even colder temperatures in January, OEM 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 work with OEM on plans for flooding and power outages. OEM programs for response are identified as some of the best practices in the country.



## RECOVERY

Within the Office of Emergency Management continued activity will be seen in 2015, 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, and will continue into 2015 as the Federal Emergency Management Agency makes adjustments to the flood plains and its regulations.

## OTHER

Within OEM's overall program the core concepts required within the "PFA Accreditation Program" have been evaluated and integrated as related to Domestic Preparedness. These include but are not limited to:

1. Publishing an all hazards plan that defines roles and responsibilities of all participating agencies and departments.
2. PFA being compliant with the National Incident Management System.
3. Making sure outside agency support has been identified and documented as well as Inter-Governmental Agreements signed.
4. Having current standard operating procedures and general guidelines in place to direct domestic preparedness planning and response activities.
5. Ensuring interoperable communication systems are in place.
6. Establishing a process to record information and provide after action reviews for incidents and exercises.
7. OEM conducts and documents a comprehensive vulnerability analysis of the community's critical infrastructure and key resources.

PFA, in conjunction with the City of Fort Collins, evaluates its programs periodically and makes adjustments based upon its financial situation.

## 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
- Center for Disease Control Exercise
- Fort Collins Loveland Airport Exercise
- Continuation of an "OEM Internship" Program with CSU
- OEM Regional Emergency Preparedness Fair
- International Association of Emergency Managers Conference (Conference Committee, Strategic Planning 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 fire department 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 information would represent an overview of inspection activity:

Total businesses and multifamily residences on record	6,151
Total sprinkled businesses	1,912
Total multifamily residential homes	579
Total sprinkler inspections completed	1,752
Total general inspections completed in non-sprinkled businesses	2,834
Total businesses written for hazards	500
Percent of violations brought up to code	95%

## INSPECTION SERVICES COMPARATIVE ANALYSIS

<b>Activity</b>	<b>2013</b>	<b>2014</b>	<b>% of Change</b>
Total Businesses on Record	5,517	6,151	11.49%
Inspections Conducted	3,880	4,586	18.20%
Total Businesses written for Hazards	519	500	-3.66%
Re-Inspections Conducted	519	1,013	95.18%

The High Plains program is continuing to collect inspection information, and now has two years of data available. The Inspection Services Division of the CSSD continues to make use of this program to remain a paperless division working strictly with computer and online data collection and distribution to both business owners and to the PFA. In 2014 PFA saw a 119% increase in the number of non-sprinkled businesses that were inspected. This is due to changing sprinkler inspections from annual inspections of certain occupancies to semi-annual inspections of certain occupancies. Due to this change, inspectors were able to inspect buildings that PFA has not inspected in over ten years. This influx in new inspections accounts for the increase of general inspections in non-sprinkled buildings, which leads to the education of code enforcement for buildings that have not been inspected in ten years.

## 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 2014, numerous 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 2014, 44 of these lock-ups were performed, and 1,912 boxes were verified to have the correct contents. CSSD transferred Knox Box lock-ups from the Fire Inspection Coordinator (FIC) to the inspector in charge of each building during 2014. This allowed each inspector to have first-hand knowledge when changes were made and has helped to ensure the new Knox Box policy implemented in 2013 regarding color coding keys was enforced. Tent permits are issued, particularly at special events, to ensure public safety. In 2014, PFA issued 77 of these permits.

## 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 PFA's community by ensuring the proper working order of the fire suppression systems installed in commercial and multi-family residences within the 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 FICs provide the community with a 24-hour fire prevention resource. In 2014, the six FICs conducted 243 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 addressing the need for additional resources working during the events. Some of the large events that took place in 2014 include, New West Fest, Tour De Fat, The Beer Festival, The Colorado Marathon, and the Horsetooth Marathon.

**Marijuana Occupancies** – The program adopted to ensure the safe operation of marijuana dispensaries and grow operations following legalization in 2013 is



continuing to meet the needs of PFA and the community. The Assistant Fire Marshal of Inspection Services is working closely with law enforcement and legislature to continue developing new ordinances and codes as needs arise and are addressed. Marijuana occupancies are complex in the initial set up of operation and the procedures used in the manufacturing of marijuana and the extraction of Tetrahydrocannabinol (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 these operations the Poudre Fire Authority is dedicated to upholding State and local law by maintaining adherence to the 2012 International Fire Code as adopted. This program begins educating the business owner before the plans are reviewed. A general inspection is then completed for the facility to ensure compliance with the fire code. They are then set on the correct inspection cycle based on their occupancy classification. The process of extracting THC from marijuana has proved to be very volatile and has created explosions and fires nationwide. Poudre Fire Authority's policies require a peer review from an outside state certified mechanical engineer on both the extraction machine and the facility used as a Marijuana Infused Product (MIP). It is this program that will regulate the set up and use of the extraction operation. Based on the complexity of these occupancies, a single inspector, along with the Assistant Fire Marshal of Inspection Services, manages this program. Currently there are 12 cultivation, 12 mercantile, and two MIP (extraction) of THC facilities within the City of Fort Collins. In addition, there are two cultivation and one MIP (extraction) facilities outside of the City of Fort Collins that are within PFA's jurisdiction. Only 58% of marijuana facilities within the State of Colorado are known, so at this time PFA is not aware of all facilities within its jurisdiction.

**Poudre School District (PSD) Industrial Program** – During 2014, the CSSD completed the fourteenth year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 56 school inspections, including five outside of PFA's jurisdiction that are part of PSD that PFA inspects through the agreement with the school district, 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 twelfth year. In 2014, 13 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 2014, 340 R-occupancy inspections were completed. A large portion of these complexes are non-sprinkled buildings but still require an annual general fire inspection. The CSSD has used these facilities as an educational opportunity and enlist the help of up and coming FIC's 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 CSSD.

## FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal Shawn M. Brann - CFI

In 2014, the Poudre Fire Authority responded to 329 fire calls compared to 371 fire calls the previous year, a decrease of 11%. For the majority of those calls, the origin and cause of the fire was determined at the responding company level. In cases where the cause cannot be easily determined due to the extent of damage, possibility of arson, or other circumstances, a Fire Investigator responds to the scene. During 2014, 142 fires or 43% required the response of a Fire Investigator to determine the origin and cause of the fire.



<b>Fire Cause Summary</b>		
<i>Cause</i>	<i>Number</i>	<i>%</i>
ACCIDENTAL	93	65%
ARSON	22	16%
NATURAL	2	1%
UNDETERMINED	25	18%
Total	142	100.0%

Partnerships continued with local, State, and Federal law enforcement agencies in 2014. 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 13 fires during the year.

<b>Law Enforcement Assistance to PFA Investigators</b>			
<i>Agency</i>	<i>Number</i>	<i>% of Law</i>	<i>% of Total Fires</i>
ATF	2	15%	1%
CBI	0	0%	0%
CSUPD	0	0%	0%
FCPS	8	62%	6%
LCSO	3	23%	2%
Total	13	100.0%	

Through the hard work of Fire Investigators and the relationships with local law enforcement agencies, three arrests were made for arson in 2014, compared to four arrests in 2013. This reflects an Arson Clearance rate of 14% which is just below the national average of 17%. Arson continues to be a very difficult crime to prove due to its covert nature and the fact that much of the evidence is destroyed in the fire. Continued collaboration with law enforcement agencies is necessary and appreciated.

<b>Case Disposition</b>		
<i>Type</i>	<i>Number</i>	<i>%</i>
Arrests Made	3	2.2%
Cases Closed	135	95%
Cases Not Closed	4*	2.8%
Total Cases	142	100%

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

Although the total number of incendiary fires increased, the number of incendiary fires in structures decreased in 2014. Some of the criminal motives encountered in 2014 include spite/vengeance, vandalism, and crime concealment. The total fire loss for 2014 was \$1,979,413. This reflects a 57% decrease from 2013. Even

though the total number of deliberately set fires increased, the dollar loss from those fires decreased 78% from the previous year.

Type	2012	2013	% of CHANGE from 2012 to 2013
Total Fires	371	329	-11.3%
Total Incendiary	17	22	29.4%
Structure/Incendiary	7	6	-14.2%
All Other Incendiary	10	16	60%
% Total Incendiary	4.5%	7%	
Total Dollar Loss	\$4,573,833	\$1,979,413	-56.7%
Total Dollar Loss Incendiary	\$1,346,200	\$296,801	-77.9%
% Total Dollar Loss Incendiary	29%	15%	

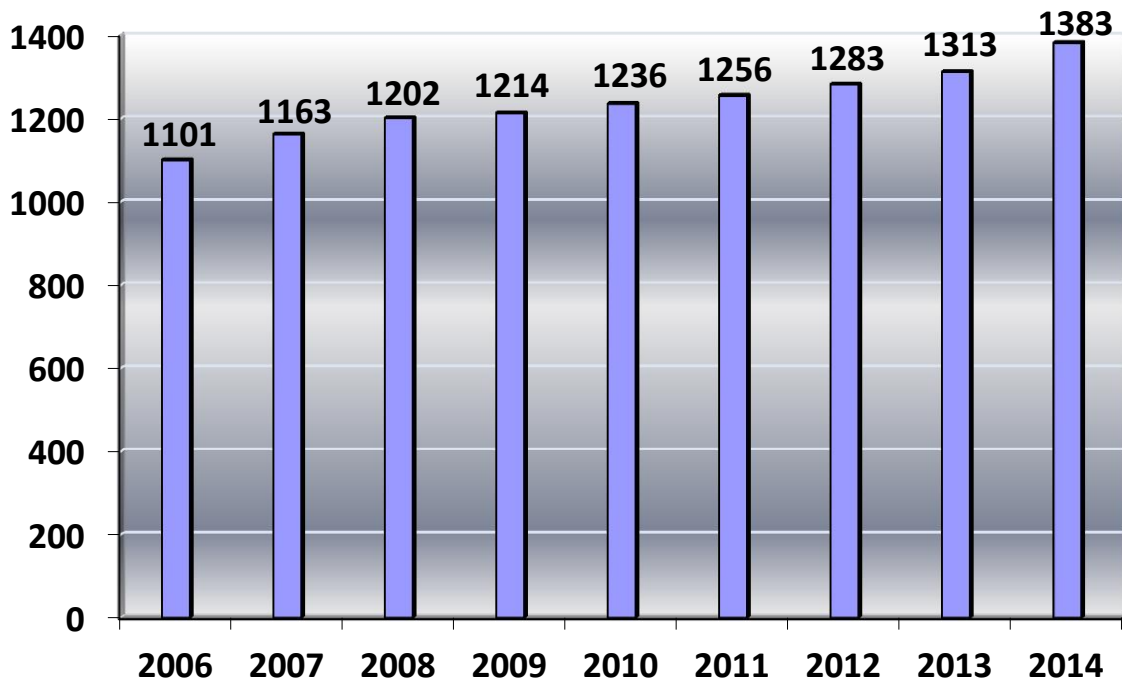
### FIRE PROTECTION SYSTEMS

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 70 new systems. This change increased the number of buildings protected by fire sprinklers from 1313 to 1383.



## FIRE PROTECTION SYSTEMS OVERVIEW

The work conducted by this program is very broad in scope. This program not only includes sprinkler systems, but also fire alarm, and spray booth extinguishing systems. This causes staff to interact with the community in a very productive fashion. Examples include field inspections, field meetings and follow-up discussions with City Staff, to name a few. The contractors from the community make this a very enjoyable and challenging part of the process, which involves design meetings that allow staff to integrate comments to contribute to the overall project.

Activity	2013	2014	% of Change 2013/2014
Total Fire Sprinkler Systems	1313	1383	+5.33
New Sprinkler System Installations	30	70	+133.3
Sprinkler System Upgrades	98	235	+139.7
Residential Fire Sprinkler Systems Reviewed	6	17	+183.3
New Fire Alarm Installations	82	144	+75.6
Spray Booths Installed	4	1	-75.0
Fire System Permits/Plan Reviews	220	467	+112.2

## TECHNICAL SERVICES

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

### HOW TECHNICAL SERVICES SERVES THE COMMUNITY

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 the final inspection of the project for compliance to achieve a Certificate of Occupancy from the City/County Building Department. Two years ago, in 2013, it appeared the economy of Fort Collins had rebounded significantly along with the number of conceptual reviews submitted. 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 2014, projects submitted and developed were certainly larger in scale than those of the previous year. Staff continued to keep pace with a robust economy and maintain the pace of submittals processed. For example, Banner Health Medical Center is completely inspected and ready to open this spring. Staff also assisted with the opening of Rodelle Spice Company. They intend to make Fort Collins the vanilla capital of the world with their tasty vanilla extract and other spices. Staff opened new businesses like the Blue Agave in Old Town, together with work at the new Sierra Trading Post and Trader Joe's in Midtown. This last year staff also opened Costco and Fuzzie's along the Timnath corridor. Also in the works is the Temple of the Latter-Day Saints located in southeast Fort Collins, as well as new expansion of additional semi-conductor floor space for new technology at Avago.

<b>Year</b>	<b>Development Reviews</b>	<b>% of Change</b>
2014	375	-10%
2013	417	

New proposals for privately owned, multi-family dwellings aimed at the college student market saw an increase in 2014. New living quarters submitted in 2014 include The District, Max Flats, and Prospect Heights. These are private apartments for CSU students.

A new business niche that found its way into Fort Collins has been the micro-distillery. To date staff has added four new micro-distilleries and one winery to the community. This has brought new complications that required a different consideration for the storage and use of flammable liquids, since these are products for human consumption and not industrial use.

<b>Review Types</b>	<b>2013</b>	<b>2014</b>	<b>% of Change</b>
Breweries/Distilleries	23	14	-39%

The work at the mall has been significant and staff has done an outstanding job of keeping pace with the customer's need thus far. Twenty-six applications for review have been submitted with twenty-six permits for out-going work. Woodward Governor continues to move along. Eleven applications have been processed with ten permits being issued.

Building Plans Reviewed

<b>Review Types</b>	<b>2013</b>	<b>2014</b>	<b>% of Change</b>
New Building	75	125	66%
Tenant Finish	250	258	3%
Amplified Comm Systems	10	24	140%
Fuel Tank Removals/Installs	20	22	9%
Total Reviews	355	429	21%

This service area continues to process customer requests for occupant load signs and special systems reviews, including amplified communication systems, which are required for firefighter safety. Staff conducts technical research on various properties for environmental conditions that are sought prior to the purchase of a piece of property. Such considerations include the search for underground fuel storage tanks, the presence of any other hazardous materials, spills or leaks, and outstanding fire inspection violations. Technical Services maintains a great working partnership with the continued enhancements on the CSU campus. Reviews for the Avenir-UCA Museum, the Laurel House addition, Lory Student Center, 4<sup>th</sup> floor Parmalee Hall, and the Agricultural Educational Center are but just a small picture of campus work.

# 2014 Statistical Analysis

## 2014 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. A new strategic plan was adopted in 2015 as part of the accreditation process, which will bring a new focus to the performance standards in 2015.

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 (2014 national data will become available between September and November, 2015). Front Range departments as well as strategic planning partners were surveyed; however a low return on surveys occurred for 2014 data. 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 2004 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.”**

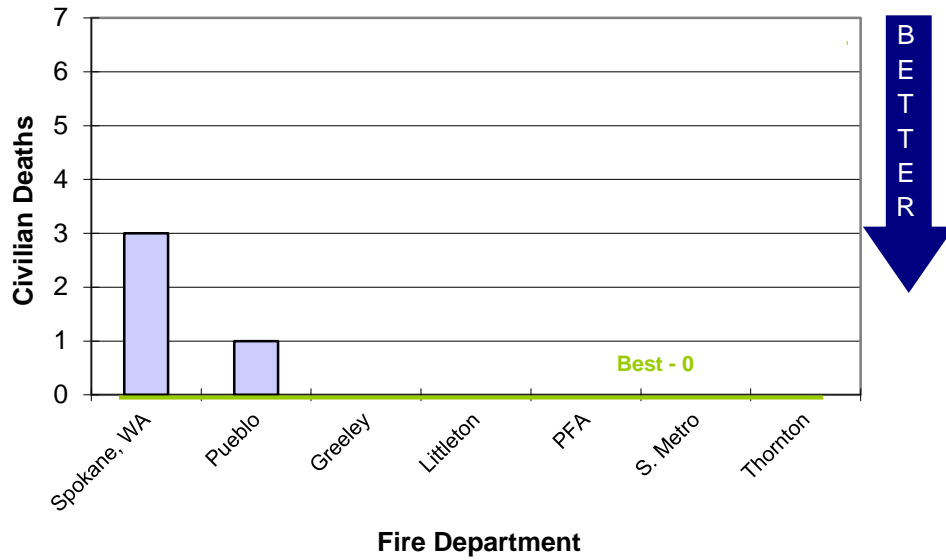
#### Standard 1.1 Civilian Fire Deaths

PFA's goal for this standard is to limit fire deaths to a five-year average of .5 deaths per 100,000 population. In 2014 the five-year average is .22, which is below the goal of .5 civilian fire deaths, and indicates that the .5 standard continues to be a viable goal. In 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 occupant succumbed to the injuries. The fire was caused by careless use of smoking materials in a

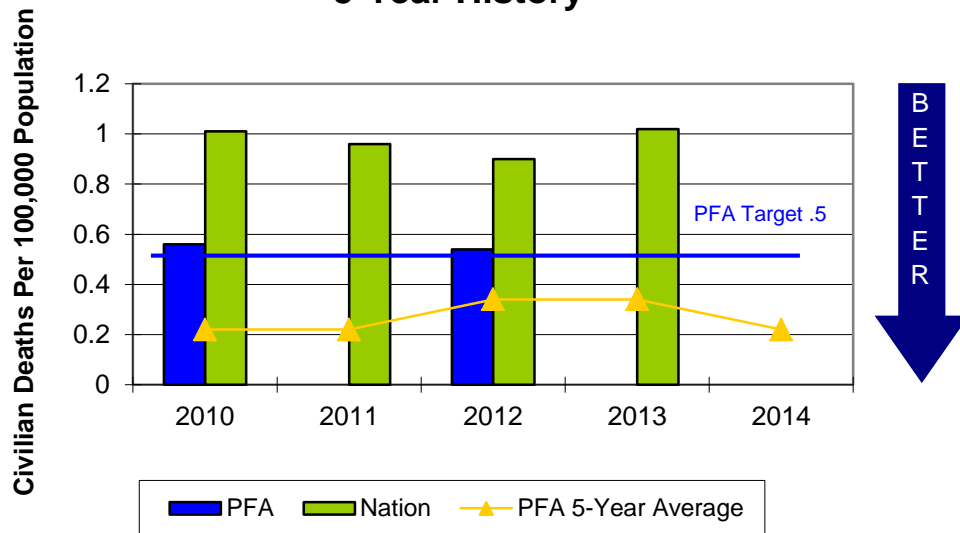
**Outcome**

residence with a large amount of accumulated materials inside, which hampered rescue activities.

### 2014 Civilian Fire Deaths



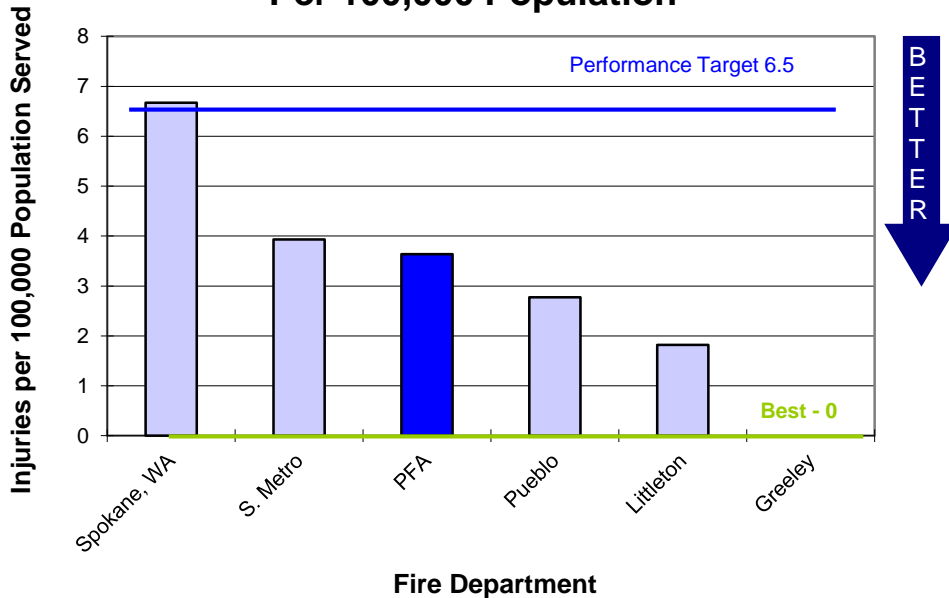
### PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History



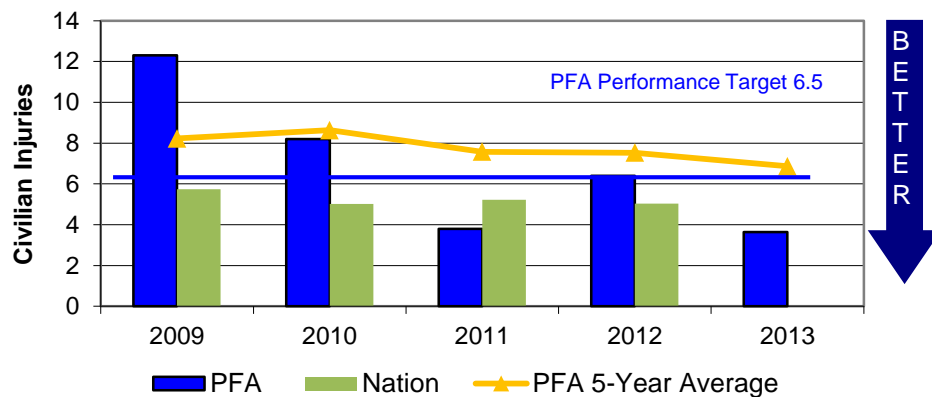
## Standard 1.2 Civilian Fire Injuries

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 2014, the average is 6.86, which is above the goal of 6.5 civilian fire injuries. PFA has met the goal two times during the past ten years, but not for the past eight consecutive years. This measure will be reviewed during the accreditation and strategic planning process.

### 2014 Civilian Fire Injuries Per 100,000 Population



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



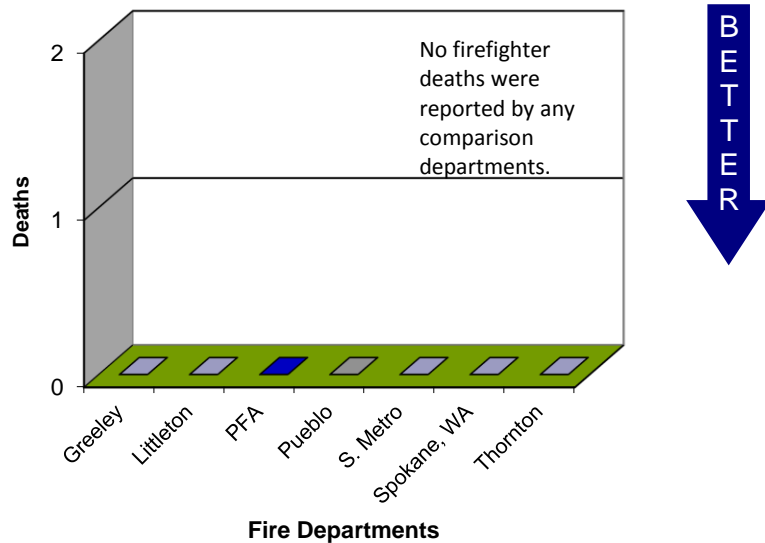


# Outcome

## 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.

### 2014 Firefighter Deaths

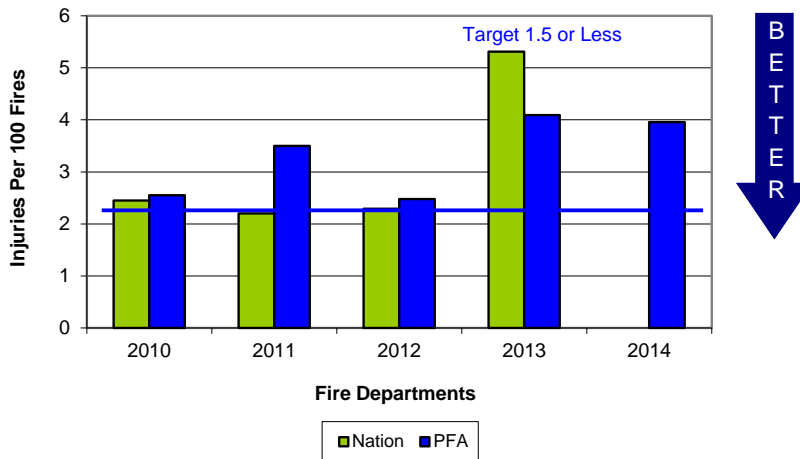


PFA has not had a line of duty death, and continued that trend in 2014 with zero firefighter deaths.

## 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 2014, fire ground injuries decreased by 2, and the number of fires dropped by 39, contributing to the lower number of injuries per fire.

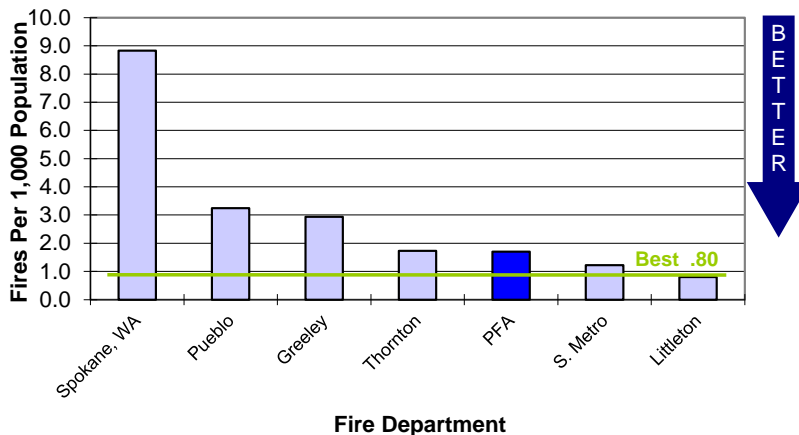
### PFA & Nation Firefighter Injuries Per 100 Fires 5-Year History



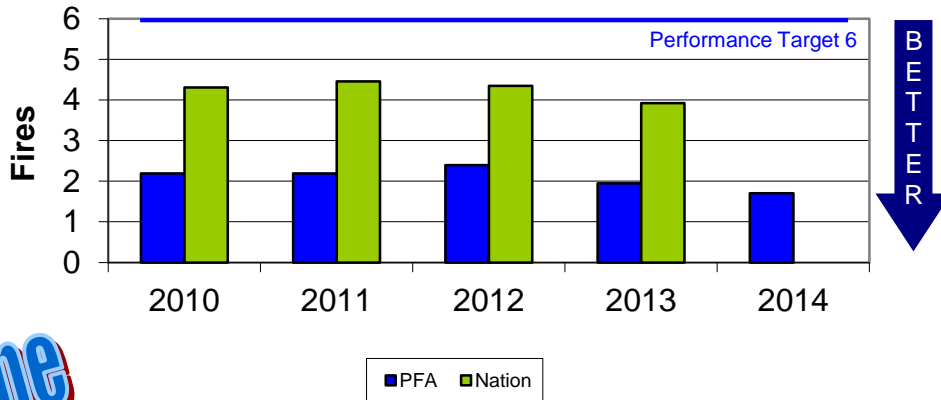
## Standard 1.5 Total Fires

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

### 2014 Number of Fires Per 1,000 Population



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

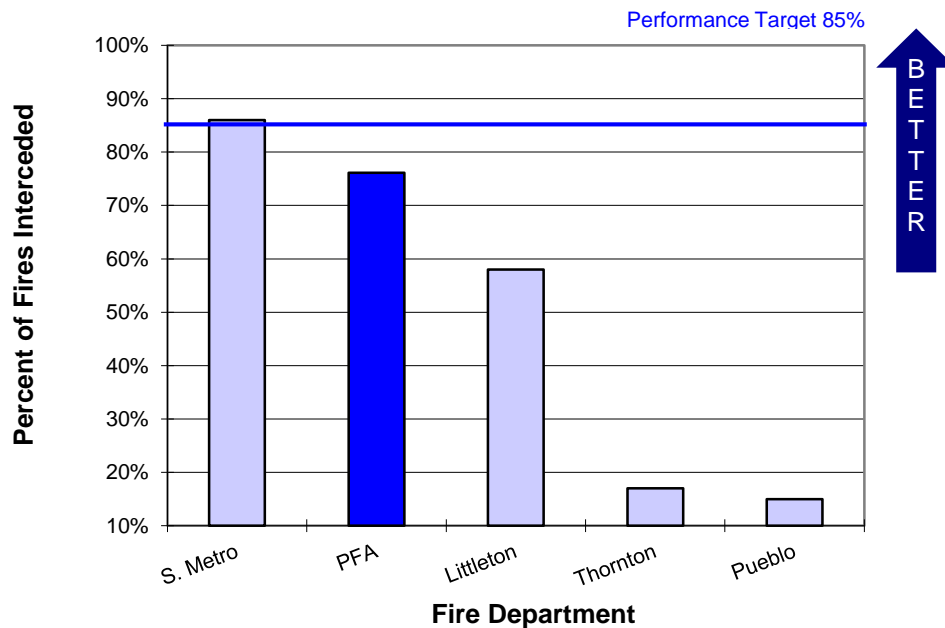


Outcome

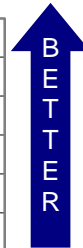
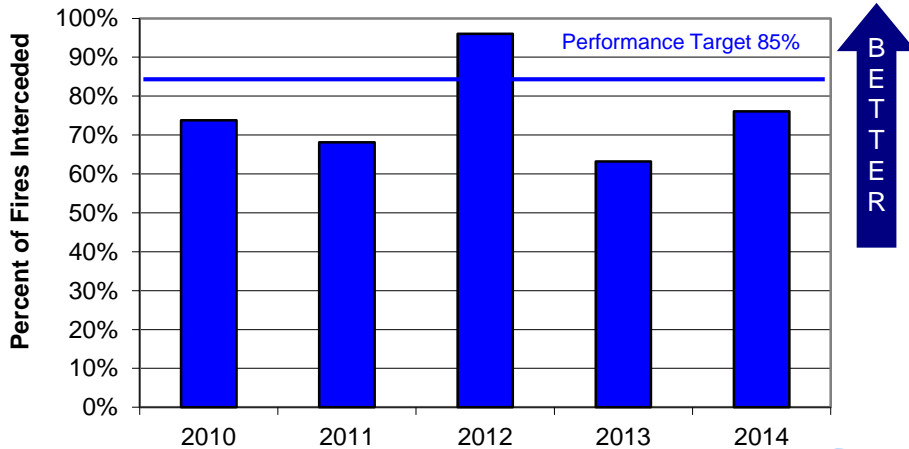
### Standard 1.6 Fire Extensions Beyond the Room of Origin

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

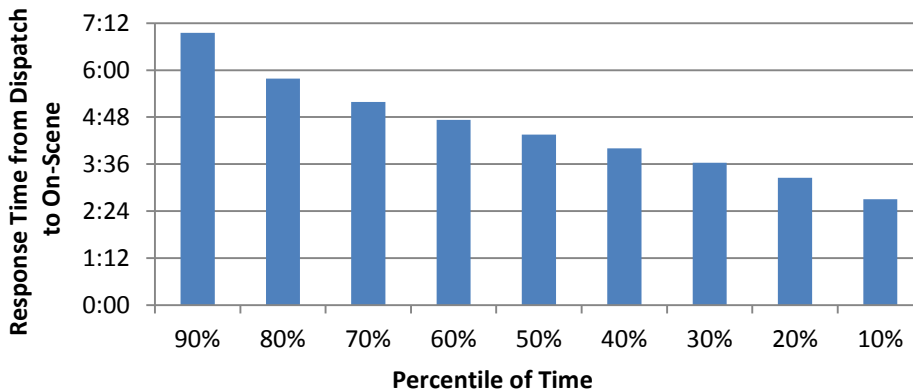


Standard 1.7 Response Time

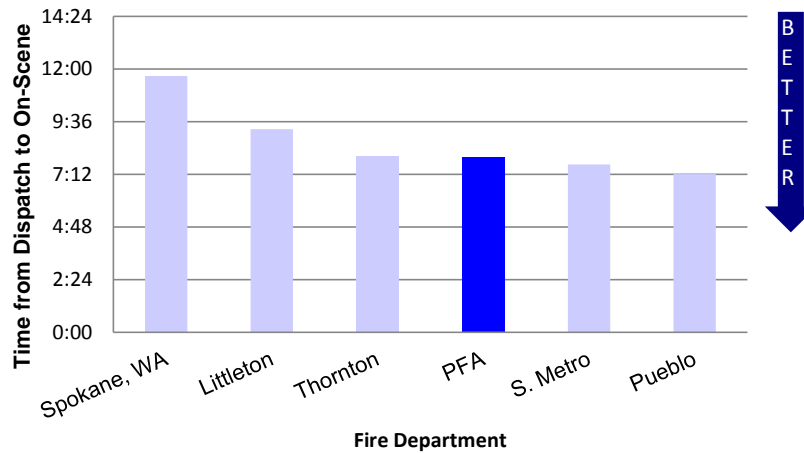
Outcome

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 90<sup>th</sup> percentile response time from time of dispatch for all emergent incidents. The 90<sup>th</sup> 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 90<sup>th</sup> percentile of the arrival of first due to both structure fires and EMS incidents.

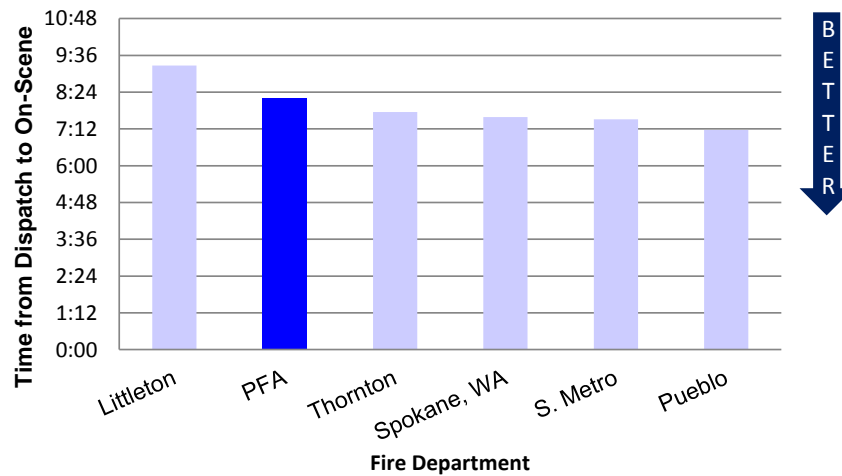
## 2014 Emergency Percentile Response Times for First-Due Unit



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



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



### Goal 2

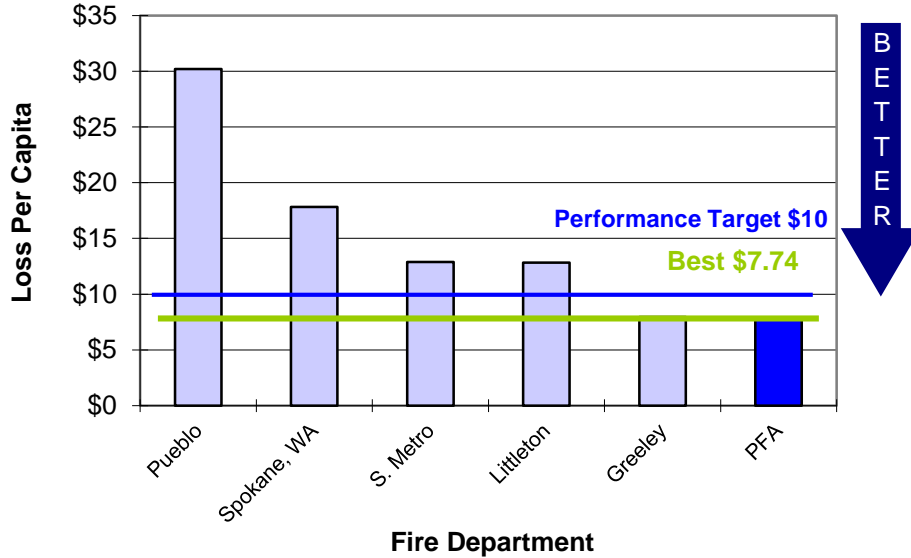
**“Minimize direct and indirect losses due to fire and related emergency situations.”**

#### Standard 2.1 Property Loss Per Capita

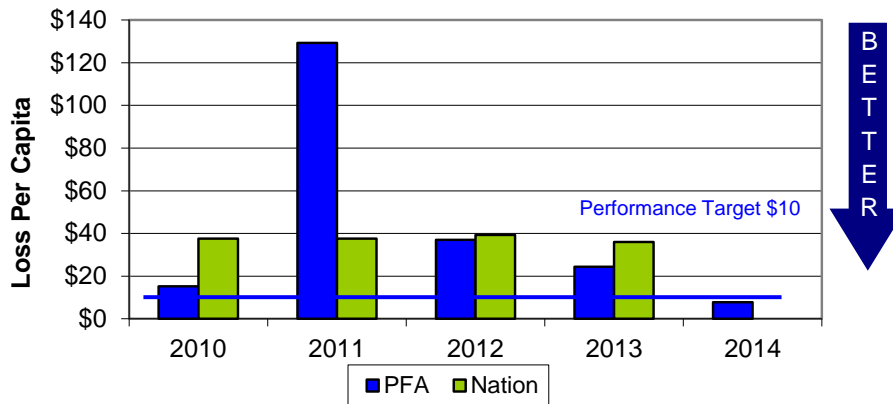
PFA’s goal for this standard is to limit direct estimated fire loss to \$10 per capita. The \$10 per capita standard continues to be an aggressive goal, and at the time the strategic plan was written, in 2004, the need to watch this goal was noted

because the trend from 2000 to 2004 showed increasing per capita fire loss, and this trend continues through 2013.

### 2014 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.

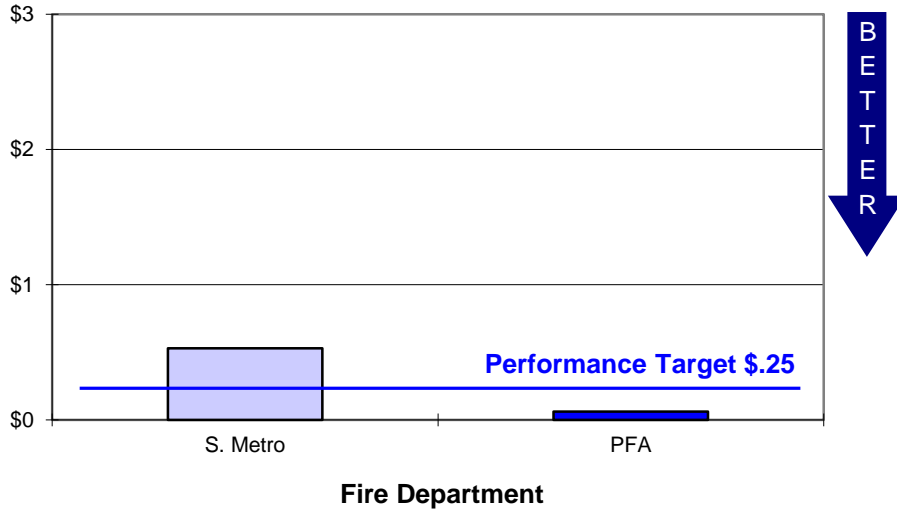
#### Standard 2.2 Loss Per Value of Property Protected

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

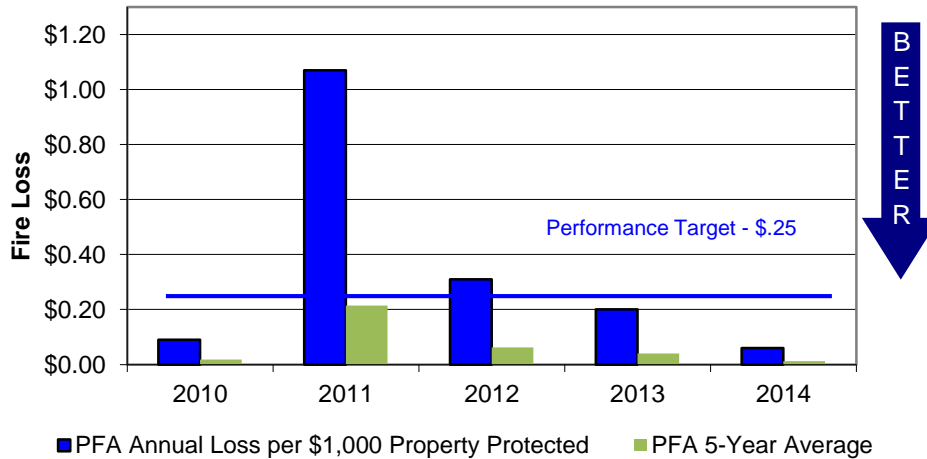
equaled PFA's five-year average; PFA set the performance target at its five-year average realizing that efforts were being made to minimize loss, and it would be unreasonable to expect no fire loss.

**Outcome**

### 2014 Loss Per \$1,000 Property Protected



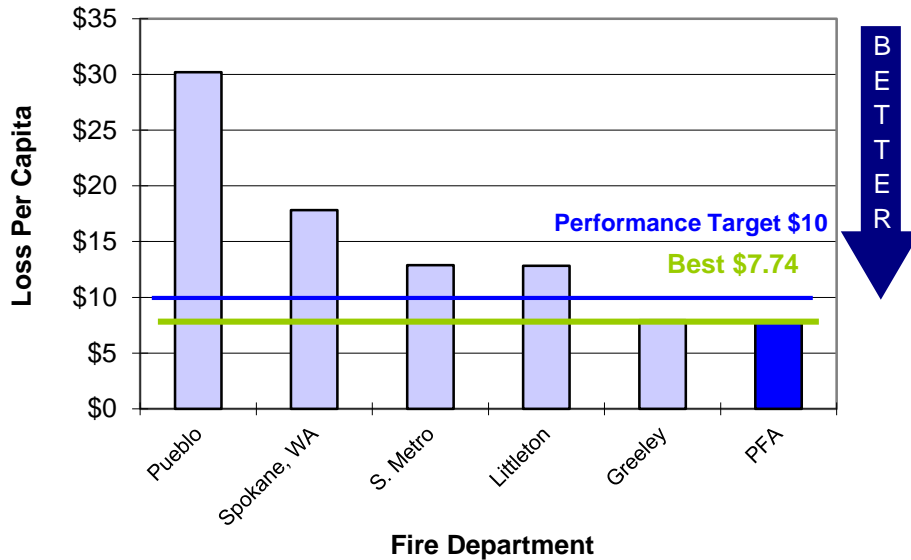
### PFA Loss Per \$1,000 Property Protected 5-Year History



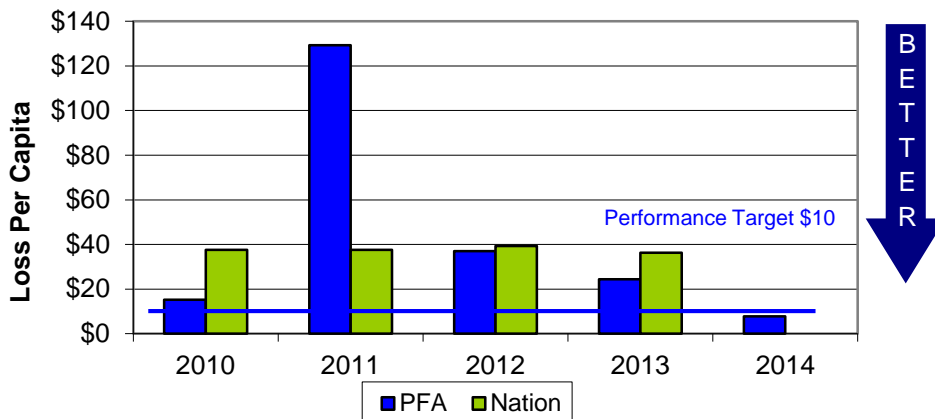
### Standard 2.3 Loss Per Fire

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, through the accreditation process, and reflected in the 2015 annual report.

### 2014 Fire Loss Per Capita



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



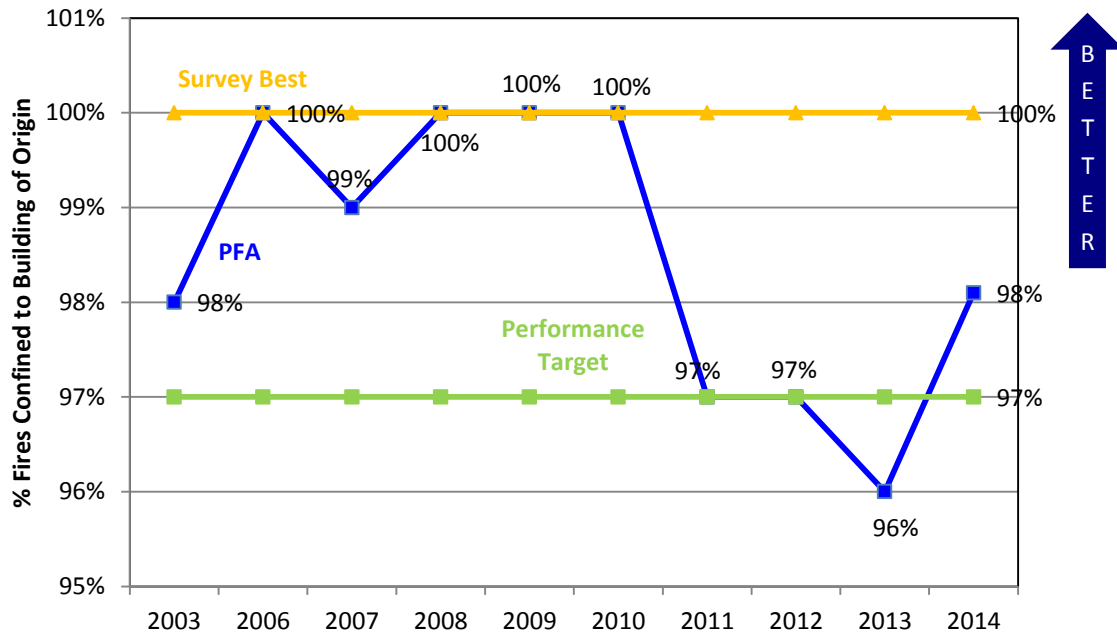
2011 included two very large-loss fires: 1) CSU Equine Reproduction Lab (\$12 to \$15 million), and 2) Penny Flats (\$6.5 million). In 2013, there were two multi-family apartment structures with combined losses of \$950,000, and a large-loss commercial building fire at Signs Now with a \$1,200,000 loss.



# Outcome

## Standard 2.4 Urban Fire Control

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

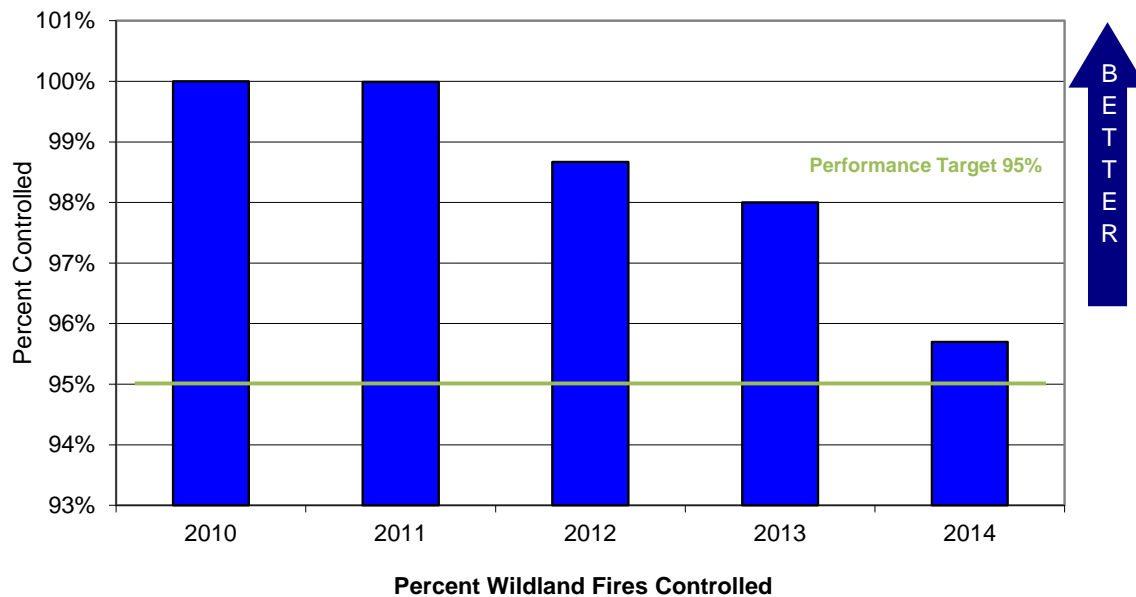


## Standard 2.5 Rural Fire Control

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. Although the two fires that were not controlled within two hours in 2014 were not on the scale of the High Park or Galena fires, they both had limited access, which contributed to the longer control period.

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

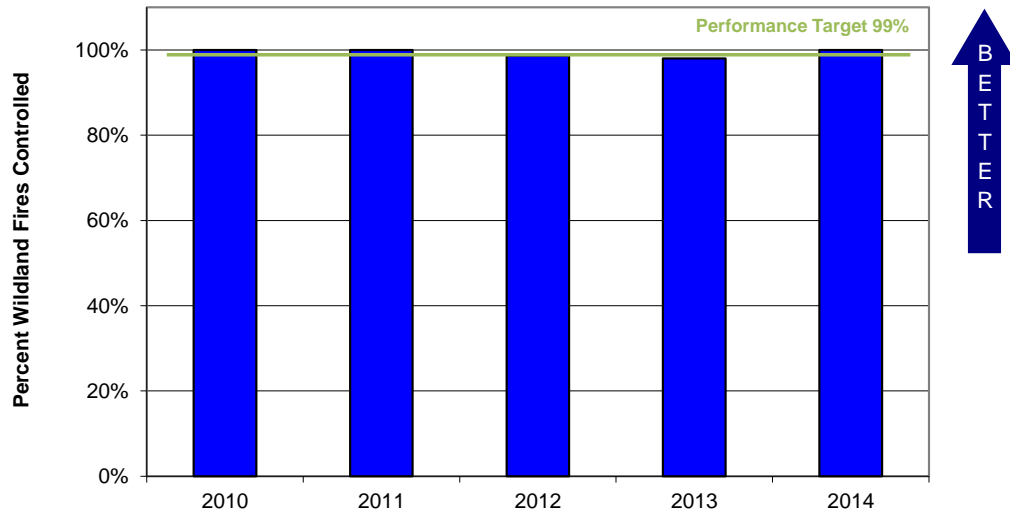
#### PFA Wildland Fires Controlled within Two Hours 5-Year History



# Outcome

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

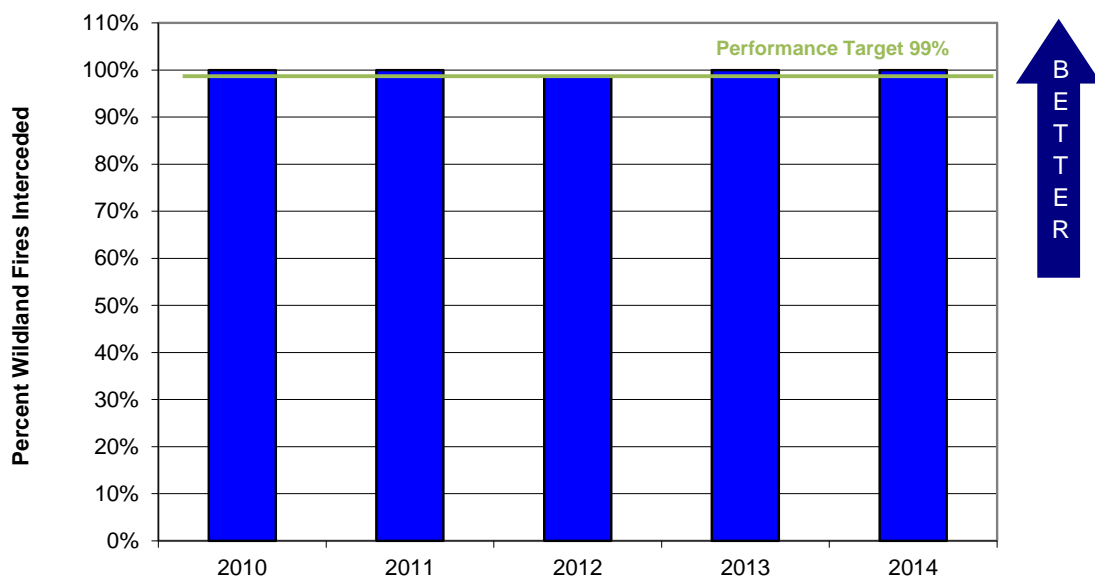
## PFA Wildland Fires Controlled Within First 12-hour Operational Period 5-Year History



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



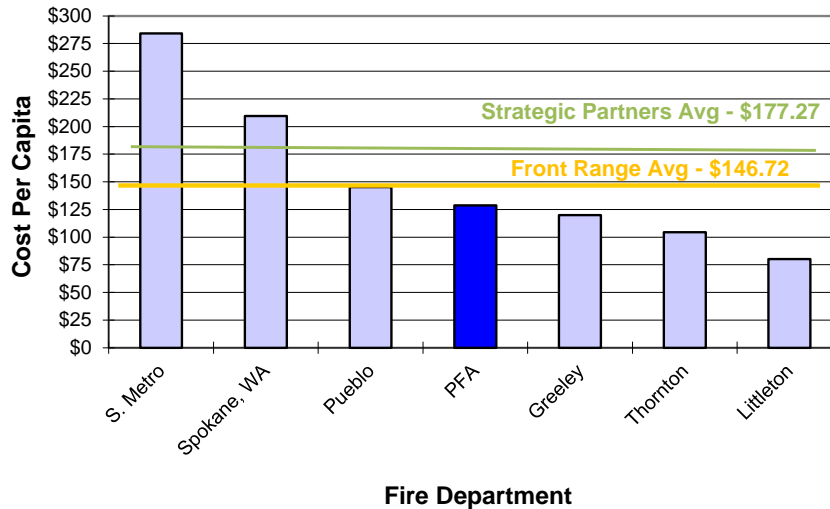
## Goal 3

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

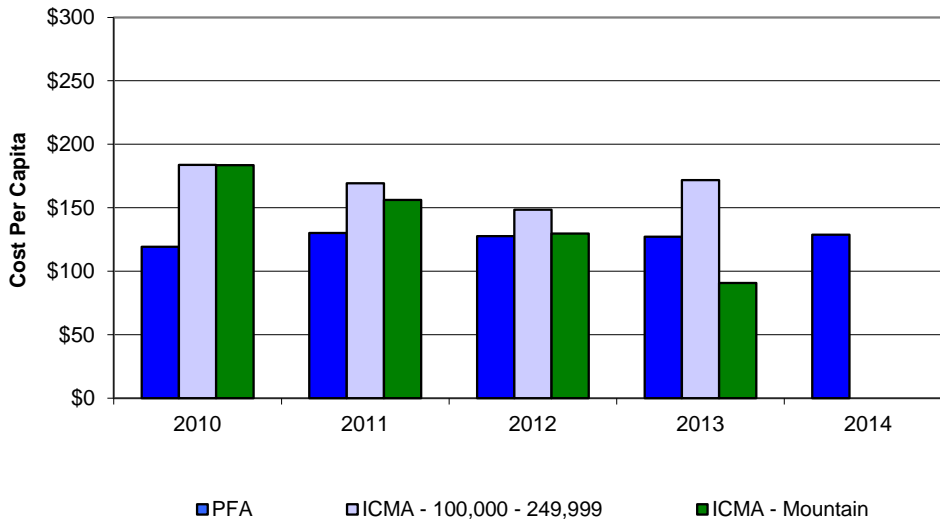
The PFA goal for this standard is to maintain per capita costs below the average for similar size jurisdictions within the Rocky Mountain region. PFA continues to exceed this goal.

**2014 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**

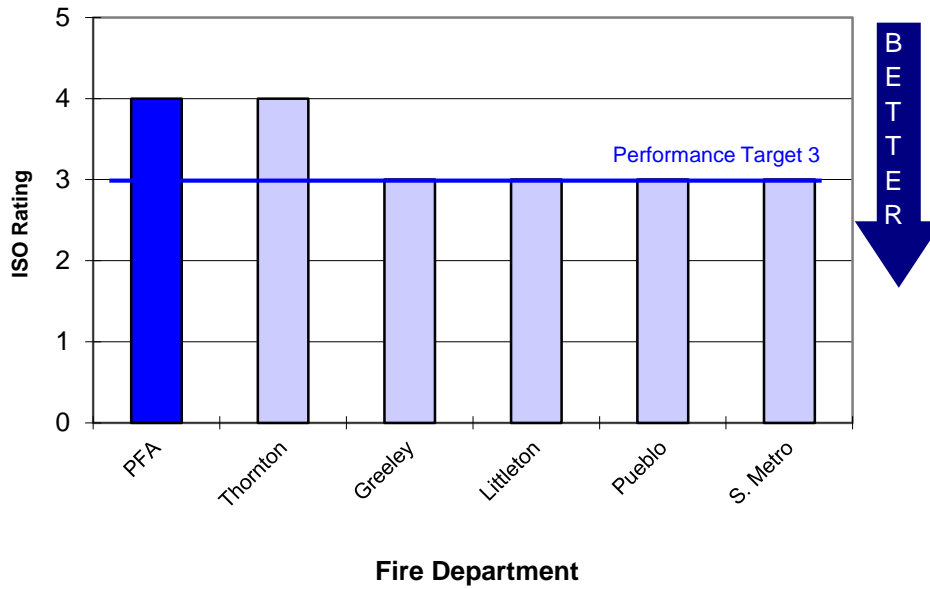


# Outcome

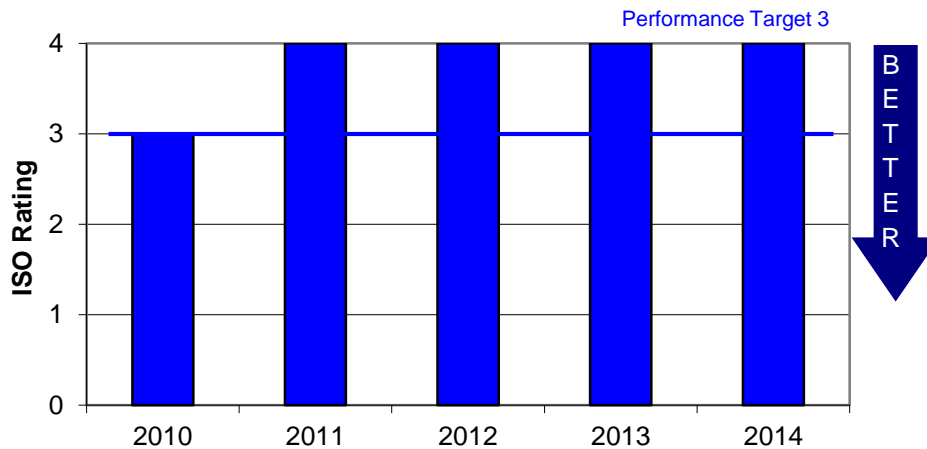
## Standard 3.2 Insurance Rating

The PFA goal for this standard is to maintain an insurance rate of three (3) within the City of Fort Collins and the urban area of the Poudre Valley Fire District. PFA no longer meets this goal; in 2010, ISO rated PFA at a 4 rather than a 3.

### 2014 Urban ISO Rating Per Community



### PFA Urban ISO Rating 5-Year History

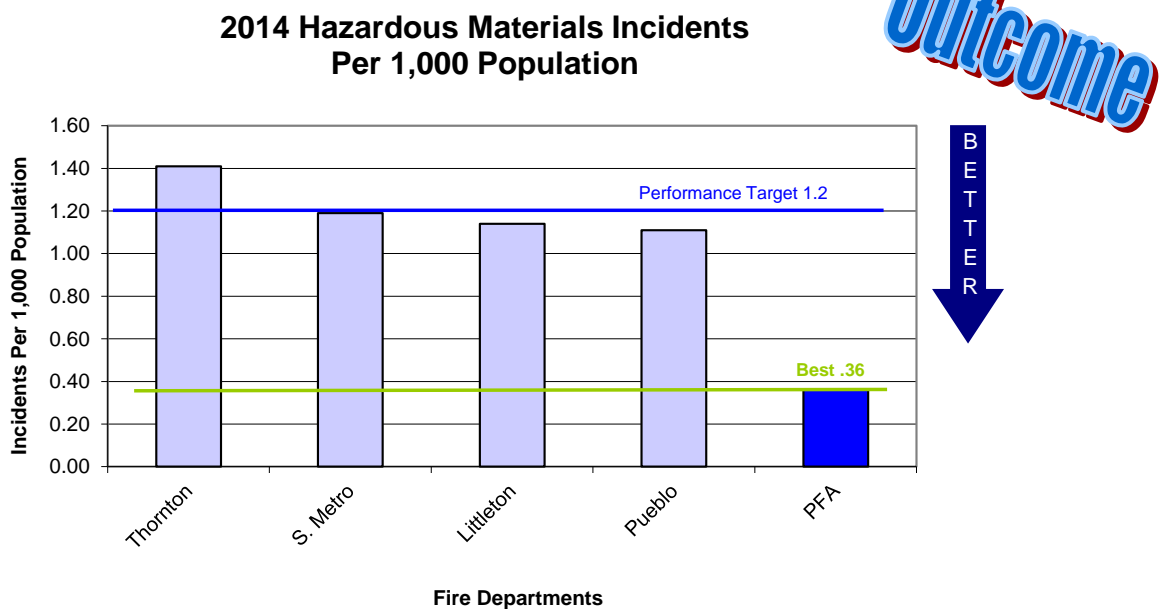


## Goal 4

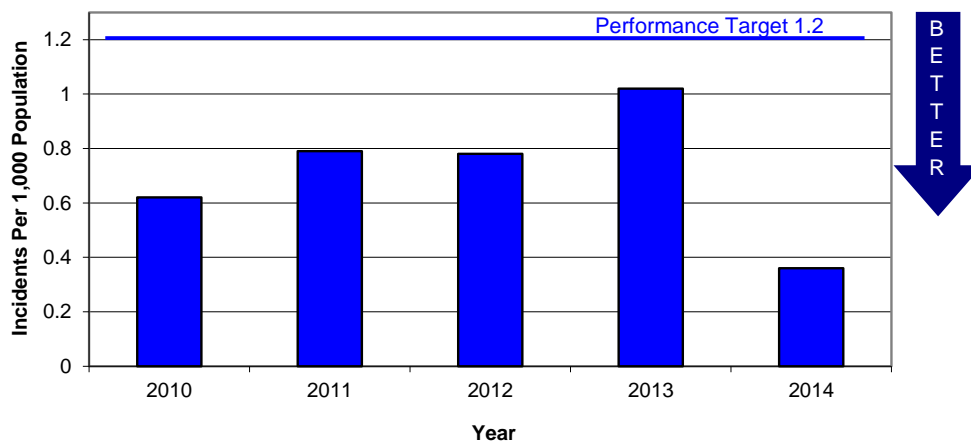
“Minimize the number of and adverse effects of hazardous materials incidents.”

### 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.



### 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 updated.
- 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.

<b>PFA Citizen Satisfaction Survey Performed by CSU</b>				
Scale: 1 = Extremely Poor, 5 = Extremely Well				
	<b>1993</b>	<b>1998</b>	<b>2006</b>	<b>2012</b>
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.

<b>Type of Service</b>	<b>Quality of Service Rating Very Good/Good</b>					<b>2012 National Comparison</b>	<b>2013 National Comparison</b>
	<b>2003</b>	<b>2008</b>	<b>2010</b>	<b>2012*</b>	<b>2013</b>		
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.

<b>Evaluations of Inspections with PFA (CSU Business Survey)</b>			
Scale: 1 = Extremely Poor, 5 = Extremely Well			
	<b>1998</b>	<b>2006</b>	<b>2012</b>
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.



**2014 Emergency Response Service Survey Results**

Total Number of surveys mailed	1,062
Total Number of surveys returned	129
Percentage of surveys returned	12.15%

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>N/A</b>
1. How easy was it to report your emergency to the 911 dispatcher?	91.47%	13.95%	.78%	0%	0%
2. Rate our response time.	96.12%	13.18%	.78%	0 %	0%
3. Rate the courtesy of the Firefighters on the scene.	107.75%	1.55%	2.33%	0.00%	0.78%
4. Were all our actions clearly explained?	96.90%	9.30%	1.55%	0.00%	0.78%
5. How would you rate our overall services provided?	107.75%	2.33%	0.00%	0.00%	1.55%

## 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.

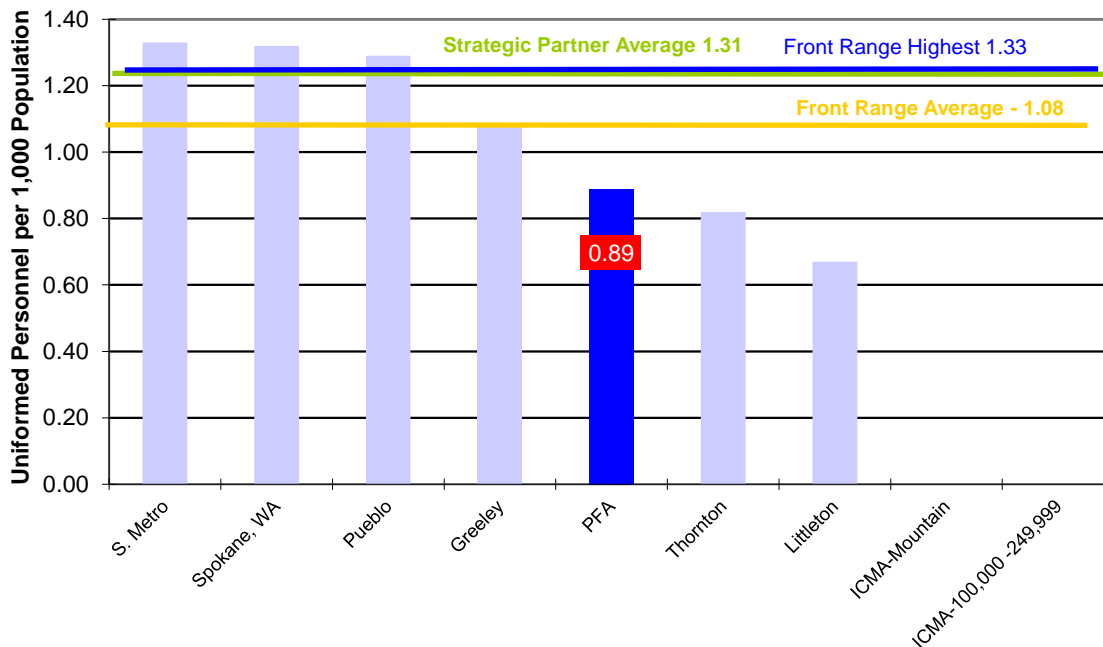
In 2013, PFA Senior Leadership taught two courageous communications classes to all PFA employees. Feedback from these classes has been positive, and the Forging a Courageous Organization program will continue into 2014.

## Uniformed Staffing Levels

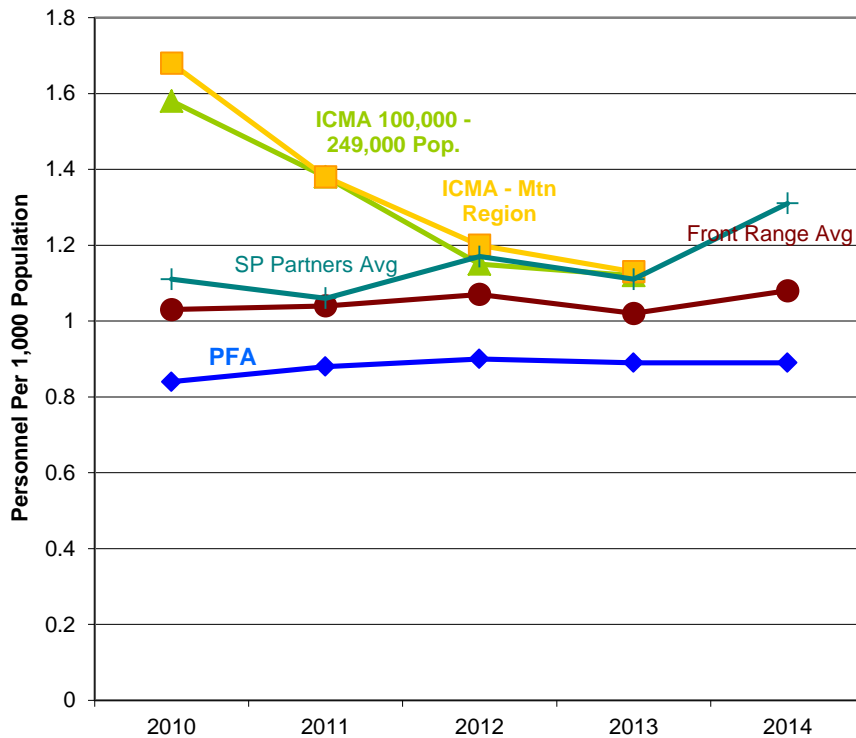
The uniformed personnel per capita performance measure is not included in any of the strategic planning goals; however, it does provide a means to compare the performance standards against staffing levels. In 2014, the PFA served a population of 192,405 in its jurisdiction. PFA's definition of performance 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 .88 firefighters per 1,000 population served. The difference between a staffing level of .89 firefighters per 1,000 residents and 1.15 firefighters per 1,000 residents is approximately 26 fewer Authority uniformed personnel than the Front Range average. This equates to an approximate \$2,820,000 cost avoided.

**Input Data**

**2014 Uniformed Personnel Per 1,000 Population  
Strategic Planning Partners and Front Range  
Departments**

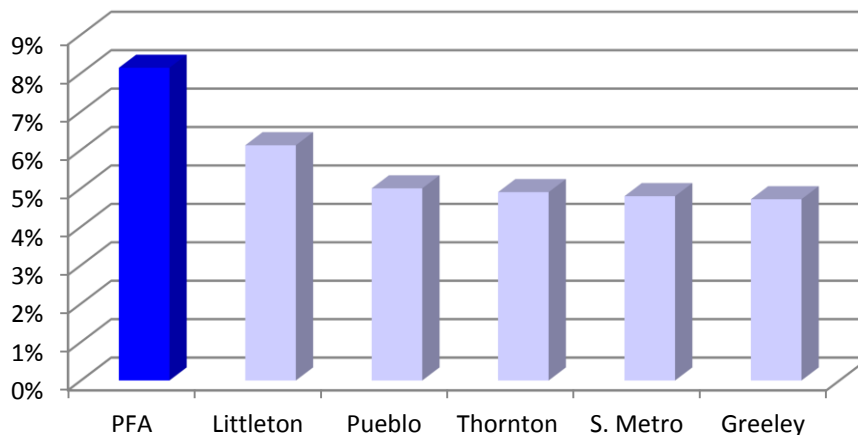


## Uniformed Personnel Per 1,000 Population



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.

## 2014 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>
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
2014	CITY	84.11	82.31	82.26
	DIST	15.89	17.69	17.73

# 2014 Budget Review and Board Actions

The 2014 PFA general fund actual spending compared to budget reflects a tight budget (underspend of .99%, or \$308,091). 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.

## Poudre Fire Authority Actual Spending to Budget, 2014

**General Fund  
Statement of Revenues, Expenditures and Changes in Fund Balances--  
Actual and Budget  
For the Month Ended December 31, 2014**

REVENUES	Year-to Date		Percent Received/ Expended
	Actual	Annual Budget	
Intergovernmental	\$24,163,615	\$24,139,599	
Fees and charges for services	\$1,552,756	\$809,471	
Earnings on Investments	\$73,039	\$40,000	
Grants and Non-Capital Projects	\$960	\$55,000	
Miscellaneous revenue	\$316,270	\$70,454	
<b>Total Revenues</b>	<b>\$26,106,640</b>	<b>\$25,114,524</b>	<b>103.95%</b>
<b>EXPENDITURES</b>			
Current:			
Administration	\$1,984,021	\$2,228,949	
Community Safety Services	\$1,852,383	\$1,867,396	
Grants & Non-Capital Projects	\$122,837	\$109,400	
Lease Purchase (Sta. 4)	\$234,310	\$234,354	
Support	\$2,825,086	\$2,918,032	
Operations	\$17,723,124	\$17,691,721	
<b>Total Expenditures</b>	<b>\$24,741,761</b>	<b>\$25,049,852</b>	<b>98.77%</b>
Excess or Deficiency of Revenues Over or Under Expenditures	\$1,364,879	\$64,672	
Fund Balance January 1, 2014	\$4,683,103		
Fund Balance December 31, 2014	\$6,047,982		

**Capital Fund  
Statement of Revenues, Expenditures and Changes in Fund Balances--  
Actual and Budget  
For the Month Ended December 31, 2014**

<b>REVENUES</b>	<b>Year-to-Date</b>		<b>Percent Received/ Expended</b>
	<b>Actual</b>	<b>Annual Budget</b>	
Apparatus Replacement	\$758,972	\$535,095	
Burn Building	\$4,314	\$2,578	
Computer/Tech Replacement	\$60,985	\$62,870	
Console Replacement	\$917	\$0	
Facilities Maintenance	\$97,363	\$96,555	
Hose Replacement	\$16,198	\$16,080	
Radio Replacement	\$165,539	\$164,136	
SCBA Replacement	\$106,666	\$169,771	
Staff Vehicle Replacement	\$73,670	\$60,437	
Station 15	\$47,081	\$29,263	
Station 4 Lease/Purchase	\$5,962	\$3,592	
Station 8	\$28,071	\$1,373,884	
Thermal Imager Replacement	\$24,116	\$24,178	
Training Multi-Purpose Building	\$2,573	\$1,549	
<b>Total Revenues</b>	<b>\$1,392,427</b>	<b>\$2,539,988</b>	<b>54.82%</b>
<b>EXPENDITURES</b>			
Current:			
Apparatus Replacement	\$588,176	\$570,000	
Burn Building	\$6,639	\$8,000	
Computer/Tech Replacement	\$75,783	\$61,000	
Console Replacement	\$168,632		
Facilities Maintenance	\$153,650	\$95,467	
Hose Replacement	\$1	\$16,000	
Radio Replacement	\$8,445	\$100,000	
SCBA Replacement	\$22	\$66,000	
Staff Vehicle Replacement	\$99,328	\$60,000	
Station 15	\$57		
Station 4 Lease/Purchase	\$20		
Station 8	\$17,083	\$3,652,044	
Thermal Imager Replacement	\$9,047	\$24,000	
Training Multi-Purpose Building	\$9		
<b>Total Expenditures</b>	<b>\$1,126,892</b>	<b>\$4,652,511</b>	<b>24.22%</b>
Excess or Deficiency of Revenues Over or Under Expenditures	\$265,535	(\$2,112,523)	
Fund Balance January 1, 2014	\$6,388,727		
Fund Balance December 31, 2014	\$6,654,262		

## 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.

<b>Reserves</b>		<b>% of Revenue</b>
Unassigned - Reserve for Contingency	\$4,121,750	15.79%
Restricted - Reserve for KFCG	\$627,553	2.40%
Assigned - Reserve for NCRCN (Radios)	\$460,250	1.76%
Assigned - Revenue Reserve	\$783,199	3.00%
Assigned - Encumbrances	\$28,012	0.11%
Assigned - Workers Comp Reserve	\$27,218	0.10%
Assigned - Reserve for Volunteer Sta. 9		0.00%
<b>Total Reserves</b>	<u>\$6,047,982</u>	<u>23.17%</u>

## Poudre Fire Authority Board Actions - 2014

- 14-1 Authorizing the Fire Chief to enter contracts with Rosenbauer/General Safety Equipment for: 1) Purchase of new fire apparatus for a five-year period; 2) Sole source to refurbish apparatus identified by Poudre Fire Authority for a five-year period; and, 3) Authorizing the Fire Chief to enter into a contract, involving expenditure of over \$75,000, with Rosenbauer/General Safety Equipment for refurbishment of existing fire apparatus in 2014
- 14-2 Pursue adoption of the 2012 International Fire Code
- 14-3 Amending the 2014 Budget and re-appropriating funds for prior year encumbrances
- 14-4 Directing Poudre Fire Authority staff to proceed with a competitive bid process in coordination with the City of Fort Collins Attorney's Office and the City of Fort Collins Purchasing Department
- 14-5 Appropriating a Wildland Urban Interface Grant within the PFA General Fund for expenditure on home assessments and re-assessments in the Wildland Urban Interface
- 14-6 Approving an Intergovernmental Agreement concerning selection of an exclusive ambulance service provider to serve rural fire departments in Northern Larimer County adjacent to the Poudre Fire Authority service area
- 14-7 Approving an hourly position within the Community Safety and Service Division, and appropriating Fire Prevention Revenue Funds to pay for



- hourly position
- 14-8 Reallocation of KFCG Funds
  - 14-9 Appropriating \$67,411.29 from Insurance Recovery Funds for expenditure on Station 5 roof and repairs to three PFA vehicles
  - 14-10 Authorizing the Fire Chief to sign the Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster-Emergency Funding Assistance
  - 14-11 Establishing ethical standards and principles for Poudre Fire Authority Board members
  - 14-12 Establishing ethical standards and principles for Poudre Fire Authority Fire Chief
  - 14-13 Appropriating unanticipated revenue in the Poudre Fire Authority General Fund for unanticipated expenses
  - 14-14 Transferring and appropriating OEM grant funds into the Office of Emergency Management budget
  - 14-15 Authorizing the Fire Chief to amend a contract with Belford-Watkins Architects involving expenditure over \$75,000
  - 14-16 A resolution adopting and entering into the trust agreement for the Colorado Firefighter Heart and Circulatory Benefits Trust and taking other actions in connection therewith
  - 14-17 Authorizing the Fire Chief to execute all contracts, including those over \$75,000, with Rosenbauer/General Safety Equipment for replacement/refurbishment of two engines in 2015
  - 14-18 Establishing a Station 9 volunteer reserve fund and transferring funds into the reserve in 2014
  - 14-19 Resolution 14-19 setting the Poudre Fire Authority Board of Directors 2015 meeting dates
  - 14-20 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority for 2015
  - 14-21 Setting the fees for the Poudre Fire Authority Fire Prevention Bureau for the Calendar Year 2015