

2015 Annual Report

Poudre Fire Authority



**Courage,
Leadership,
Duty**

**Serving the Following
Northern Colorado
Communities**

- Fort Collins
- LaPorte
- Timnath
- Bellvue

Cover Photo: July 7, 2015 – Horsetooth Rock Rescue

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February 3, 2015 - East Harmony at Weld County Road 15



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

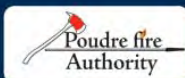
I/we will act courageously for what is right.

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.





January 10, 2015 - 1112 Davidson Drive, 3-alarm fire



Introduction *by Chief DeMint*

Board Members, Residents, and Employees:

I am pleased to present the 2015 Poudre Fire Authority Annual Report. 2015 represented 135 years of continued fire service in the Fort Collins community; the last 100 years of that service as a paid organization. It also represented 60 years of service from the Poudre Valley Fire Protection District. 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. This progress was reflected in 2015 with the Poudre Fire Authority receiving accreditation through the Commission on Fire Accreditation International. This was the result of years of work highlighted by the PFA Board approving a new Strategic Plan, completing the Fire and Emergency Services Self-Assessment, completing a Community Risk Analysis, and developing a Standards of Cover.



2015 reflects a record number of responses within PFA's jurisdiction. This growth was met with the opening of a temporary Station 8 (4104 Main Street, Timnath) during the last week of 2015. The increasing call volume, along with the requirements of the Insurance Services Office (ISO), drove PFA to implement this change. Throughout the 19,100 incidents and 26,023 responses PFA's personnel once again served the community with Courage, Leadership and Duty through Prompt, Skillful and Caring service. In 2015, PFA successfully renegotiated an Intergovernmental Agreement (IGA) with the Town of Timnath that allowed for the opening of a temporary station and the construction of a new Station 8 in the Riverbend Development. The IGA maintains that PFA is the sole provider for fire services in the Town of Timnath. New Station 8 should open in late 2016 or early 2017.

With the opening of Station 8 as a fully-staffed station and other improvements throughout the PFA an Insurance Office (ISO) rating reduction was realized for the majority of PFA's jurisdiction. In areas within five miles of a fire station, which have fixed water supplies and fire hydrants, the ratings were improved from an ISO 4 to an ISO 2. Other areas of PFA's jurisdiction within five miles of a station, but that do not have fire hydrants, are now an ISO 4.

In 2015 PFA entered into a contract with Poudre Valley Health Systems as the sole emergency ambulance provider for the PFA's jurisdiction and surrounding areas in Larimer County. This is the first contract of its kind in PFA's jurisdiction

and has resulted in expanded services, increased staffing, as well as a reduction in PFA's Advanced Life Support partner's response times.

This annual report reflects the new Strategic Goals stated in the 2015 Strategic Plan to the PFA Board of Directors, as well as the continuous, evidence-based improvements developed through the accreditation process. 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. 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 keeps pace with the era of electronic reporting as it links an electronic report to this detailed document. The online report provides an annual update in a format that is easily viewed on personal devices and computers alike. The PFA family continues to keep a keen eye on the needs of citizens and businesses by demonstrating its commitment to continuous improvement. PFA staff continues to develop new performance measures that provide accurate assessments of the services provided. Through this evaluative process, PFA improved response in 2015 by reducing call processing times at the Public Safety Access Point (PSAP, PFA's Dispatch Center), reduced the number of apparatus responding to 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 accreditation efforts through the Center for Public Safety Excellence (CPSE).

As you review the 2015 Annual Report, you will see these key highlights:

- **Accreditation by the Commission on Fire Accreditation International:** PFA completed this benchmark of credibility that demonstrates the Authority's commitment to excellence, strategic planning, and continuous improvement.
- **Key PFA achievements in 2015**
 - **Prompt:** In 2015 PFA continued to focus on response time improvement through call processing improvements and deployment of resources.
 - **Skillful:** In 2015 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:** PFA enhanced its service to internal customers with implementation of a Peer Support Team and an Authority mental health professional to ensure that PFA members' mental health is monitored, similar to members' physical health.
- **Comprehensive Annual Financial Report (CAFR):** PFA received recognition from the Government Finance Officers Association for its development of the CAFR that provides transparency and accountability to the community.
- **Hiring:** A total of nine new firefighter recruits were hired and trained through the semi-annual Academy. Forty-five potential firefighter recruits were placed on a hiring list in 2014, which is effective until mid-2016.
- **PulsePoint 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. Additionally, the app allows users to see PFA's responses and even listen in on emergency radio traffic.

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 PFA's Values, Mission and Vision will fulfill PFA's quest to serve citizens courageously for years to come.



May 20 – 1701 Welch Street Fire



Executive Summary

2015 Strategic Goals and Achievements

Strategic Outcome	2015 Goal	2015 Achievement
Accreditation – 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	Implement a process to achieve Commission on Fire Accreditation International (CFAI) for the Poudre Fire Authority	On August 27, 2015 PFA was approved for accredited status by the Commission on Fire Accreditation International (CFAI)
Comprehensive Annual Financial Report - 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	Develop a Comprehensive Annual Financial Report (CAFR) rather than a financial report as has been audited in the past, and apply for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	The 2013 and 2014 CAFRs both received the Certificate of Achievement for Excellence in Financial Reporting.
Employee Development - 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	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, begin development of a FCO Strategic Plan	Two FCO sessions were presented in 2015; performance evaluation forms were developed to include FCO and values-driven questions. The development of a FCO Strategic Plan is underway, with a rough draft distributed Authority-wide in December 2015 and plans for a final strategic plan in first quarter 2016
EMS Services Agreement - ensure continued, high quality ambulance services both within PFA boundaries and in neighboring communities through a contractual agreement	Enter contract negotiations to provide ambulance service to PFA and the Northern Larimer County Emergency Response Area (NLCERA)	At the March 24, 2015 PFA Board meeting, the Board approved and entered contract negotiations with PVH EMS to provide ambulance service to PFA and NLCERA

<p>New Video-Audio Teleconference (VTC) system – increase connectivity and reliability in communications using one system to meet Authority audio/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>Installation of the new VTC system occurred in the 2nd quarter of 2015</p>
<p>Performance Evaluations – alignment with Forging a Courageous Organization program</p>	<p>Develop a system for conducting performance evaluations of employees throughout the organization</p>	<p>Staff is working to improve the performance evaluation forms used in the 2014 performance evaluations. 2015 evaluations will be completed by February 15, 2016</p>
<p>Revised Personnel Rules and Regulations – review and update by the PFA Board of the Personnel Rules and Regulations</p>	<p>The Accreditation process revealed that the Personnel Rules and Regulations were due for a review of the PFA Board</p>	<p>On March 24, 2015 the PFA Board reviewed and approved the update to the PFA Personnel Rules and Regulations</p>
<p>Station 8 – decrease overall response times to emergency requests for service in Station 8’s response area and reduce overall ISO rating</p>	<p>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</p>	<p>The site plan and plat has been finalized. Construction documents are scheduled to be complete early 2016 with budget development and entitlement process to be conducted in 1st quarter 2016. Anticipation of construction in Spring/Summer 2016. Reduced ISO rating in the area to an ISO 2</p>
<p>Strategic Plan – establish direction, articulate organizational priorities, and align with the Accreditation process</p>	<p>Develop a Strategic Plan for the Poudre Fire Authority which will guide the organization over the coming three to five years</p>	<p>The PFA and PVFPD Boards approved the 2015 Strategic Plan in March 2015</p>

2015 Major Incidents

- January 10 – 1112 Davidson Drive – The occupants of the multi-family occupancy awoke to flames on a second floor balcony. They were able to self-evacuate with minimal injury and notify others in the building. First arriving units were met with a well involved fire extending into the attic. The fire was caused by improperly stored ashes from a barbeque grill, and the fire caused approximately \$550,000 in damage.
- May 17, 2015 – Rescue, Lory State Park – Engine 7 and a medical unit were initially dispatched to an unknown medical call on this sunny, Sunday afternoon. The information received in dispatch was not clear and they were not sure if there was a patient or not. Units were cleared from the call, but Engine 7 and Brush 37 continued enroute while asking for more information. The call turned into a full rescue inside Lory State park at the base of Arthur’s Rock. After four hours and great collaboration between multiple agencies, the patient was transported to Medical Center of the Rockies.
- May 20 – 1701 Welch Street – Occupants awoke to the sound of a smoke detector sounding in their apartment. They discovered a fire involving a sofa located on the north wall of the living room. They exited the structure, called 911, and then alerted other tenants to evacuate. The fire quickly grew and extended into the attic space. When PFA units arrived they were met with a well involved fire that was fought from the exterior due to collapse potential. The investigation determined that a hookah coal had been dropped onto a throw rug and was picked up. The rug smoldered for several hours before breaking into open flame. The fire caused \$250,000 in damage.
- May 21 – 3421 Settlers Road – An electrical fault in the electrical distribution panel caused the fire in the garage of this single family home. Occupants smelled what was thought to be electrical type burning earlier in the evening but did not find a source. They awoke to a popping sound and discovered the fire on the southwest corner of the home. The garage was a total loss as well as much of the attic space above the home. The home suffered \$115,000 in damage.
- July 7 – Horsetooth Rock – PFA Crews worked into the evening hours to rescue a 25 year-old female who fell off of Horsetooth Rock. Brush 9, Engine 4, Engine 5, Rescue 1, Ladder 5, Safety 1 and Battalion 2 responded along with PVH and Larimer County Resources to assist on the call. The female fell nearly 25 feet. Crews methodically and carefully secured the patient into a basket and eventually removed her from the uneven, rocky terrain to a transport vehicle on a two-track trail. She was transported via ambulance with serious injuries.



- September 20 - In conjunction with an Open Streets event on Remington Ave., PFA celebrated its 100-year anniversary of having a full-time, paid fire department. PFA hosted a number of displays and educational events, and numerous people had the opportunity to dunk Chiefs VanderVelde and DeMint in the dunk tank.
- October 18 – 5320 South County Road 3F – Linseed oil contaminated rags ignited this early-evening fire. The homeowner was working in another building on the property when he lost power. When he went to investigate, he heard smoke alarms sounding in the main house and then discovered the fire. Crews were challenged with fire burning in the basement as well as the main floor. The fire caused in excess of \$140,000 in damage.
- November 18 – 6550 South County Road 5 – A mechanic spilled fuel from a truck’s fuel tank while changing a fuel pump. A shop light fell and broke, igniting the spilled fuel. After attempts to extinguish the fire with a portable extinguisher failed, personnel evacuated and called 911. The structure was significantly damaged, with an estimated \$720,000 loss.
- December 28, 2015 - Station 8 officially opened as a fully staffed fire station. This will greatly enhance PFA’s response to the rapidly-growing Timnath and southeast Fort Collins areas. With the opening of Station 8 as a fully staffed station, PFA would like to extend a very heartfelt thanks to the volunteers who have served the Timnath community well for many years.

Implementing New Resources

The citizens of the City of Fort Collins, through its Keep Fort Collins Great (KFCG), and the Poudre Valley Fire Protection District, through a mill levy increase, strongly supported additional funding for the Poudre Fire Authority to maintain excellent fire prevention and emergency response services. In 2015 these funds supported the South Battalion, 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, accreditation expenses, and a portion of new fire apparatus. In addition two four-person companies were funded through late December 2015, when six firefighters were placed at Station 8 in Timnath to bring that station to full urban response level. The intent is to reinstate the four-person companies within the 2017 and 2018 budgets.

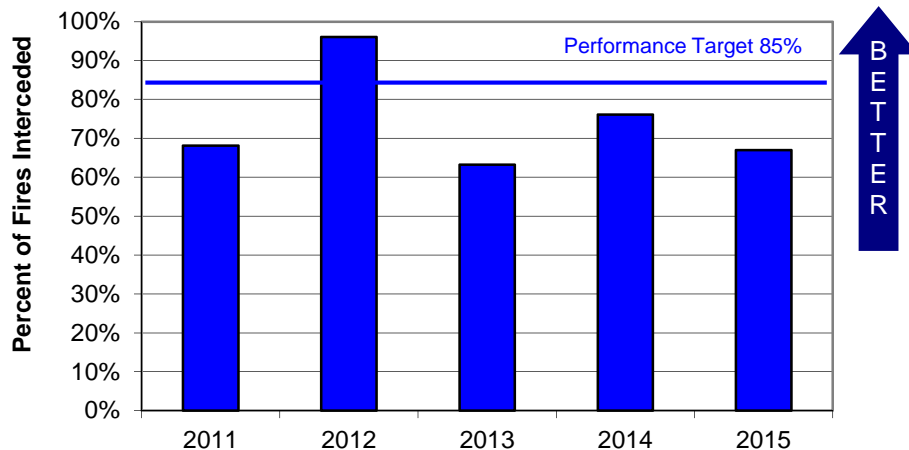
Key Performance Outcomes

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.

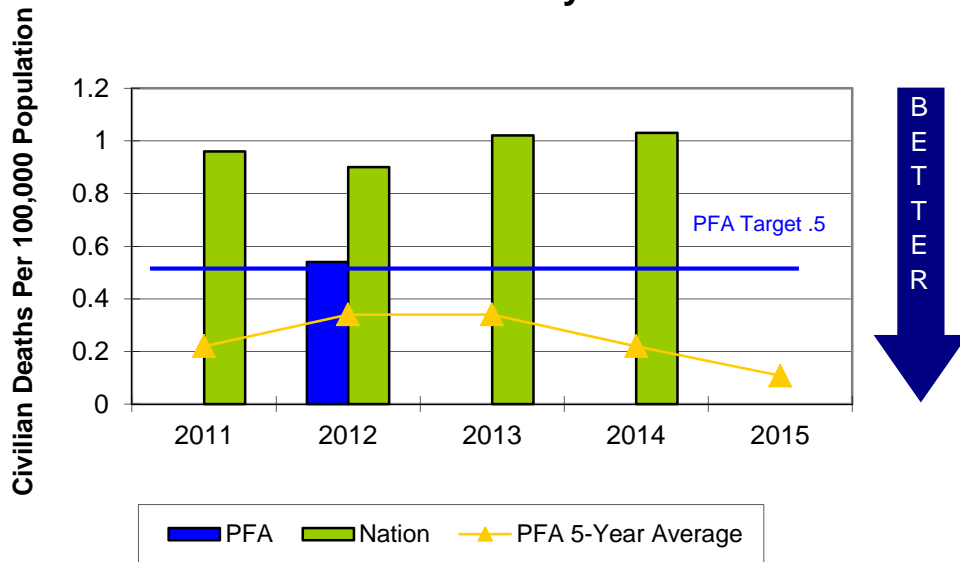
**Percent of Structure Fires Interceded Before Fire Extension Beyond Room of Origin
PFA Five-Year History**



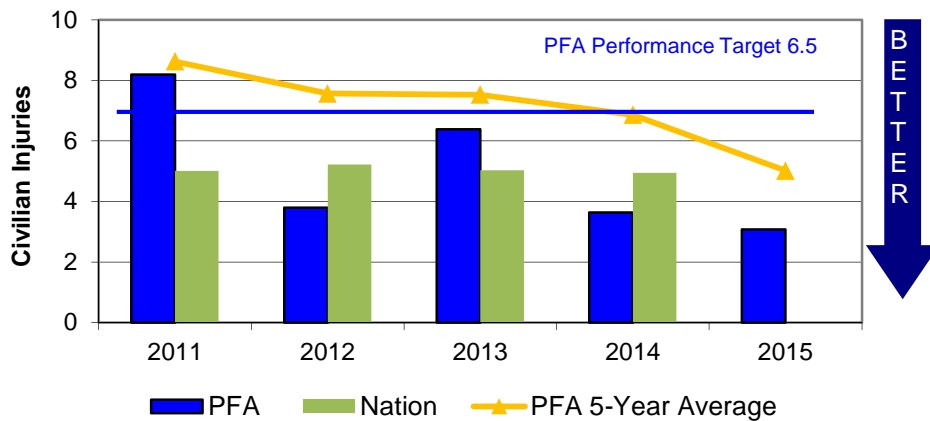
Limiting Civilian Death and Injury

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



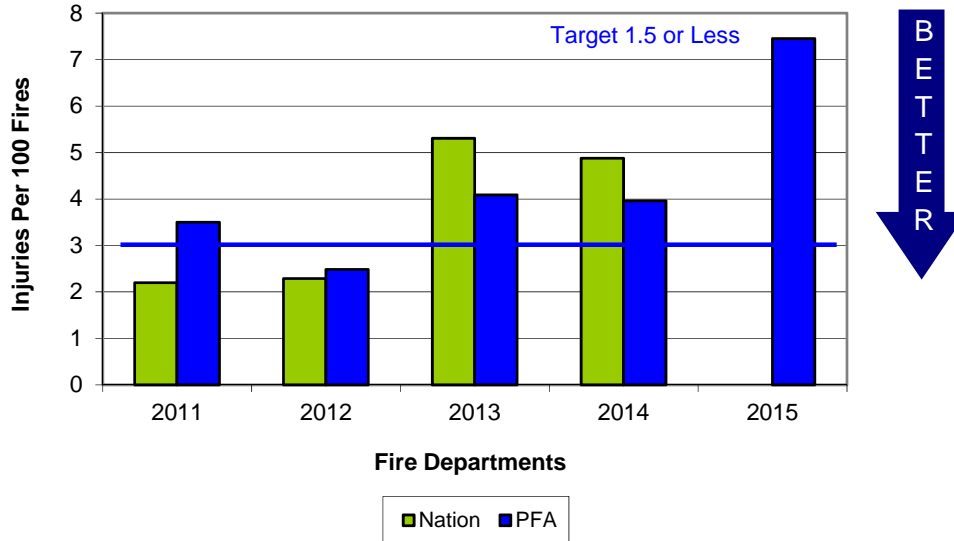
PFA & National Civilian Fire Injuries Per 100,000 Population 5-Year History



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 90).

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



Caring Service

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

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

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

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

Type of Service	Quality of Service Rating Very Good/Good						2013 National Comparison	2015 National Comparison
	2003	2008	2010	2012	2013	2015		
Overall Fire Services	90%	94%	96%	85%	89%	87%	Similar	Similar
Fire Response Time	--	--	--	84%	89%	87%	Above	Higher
Emergency Preparedness	--	--	--	75%	80%	76%	Much Above	Much Higher
Fire Prevention/Education	--	--	--	72%	74%	78%	Much Above	Much Higher

Overall, ratings for the majority of safety services stayed strong from 2003 to 2015. 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.

2015 Program Reports

FIRE SUPPRESSION

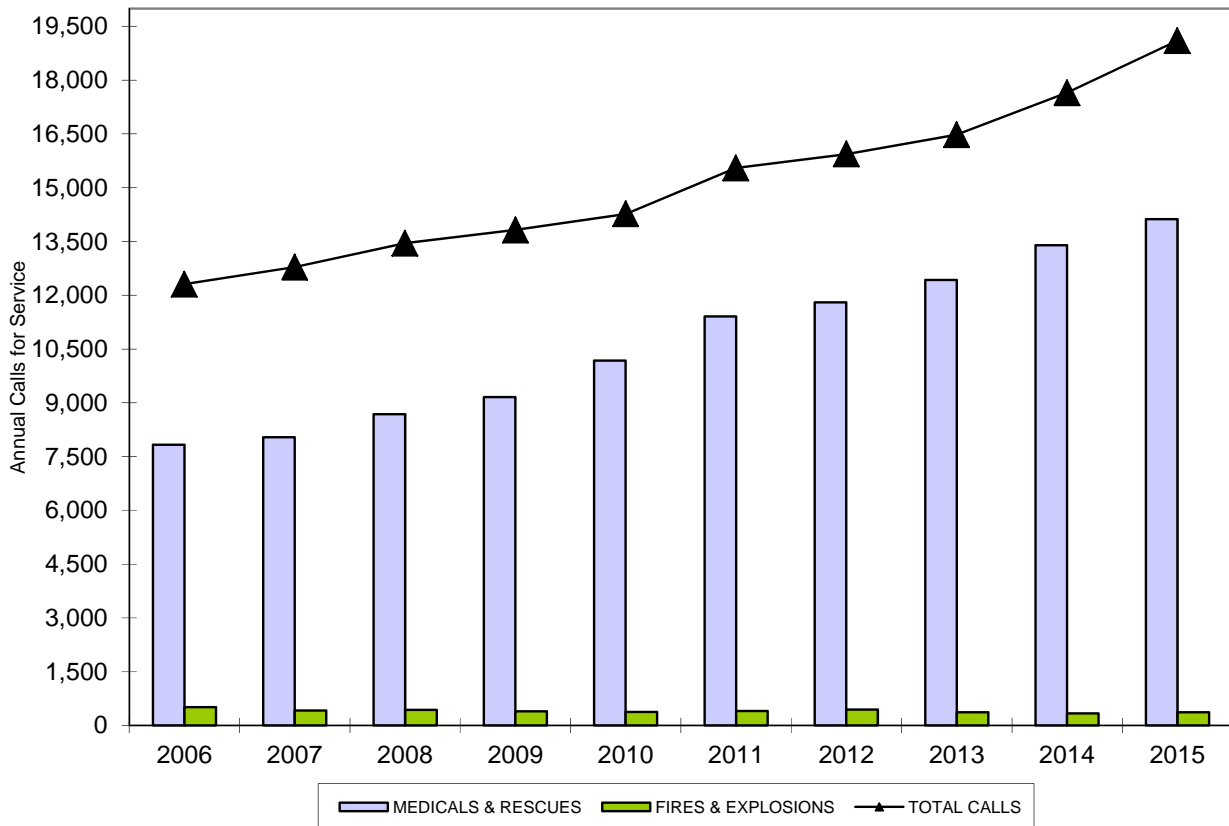
Division Chief Rick Vander Velde

In 2015, the Poudre Fire Authority experienced an 8.26% increase in total calls (in- and out-of-district). This represents a request for service on the average of one call every 27.5 minutes or 52 calls per day.

Attached is graphic information on calls responded to by PFA in 2015 and comparison statistics for previous years.

Workload Measure

TEN YEAR CALL TREND



In 2015, 84.53% of in-district calls were inside the City limits and 15.47% were in the Poudre Valley Fire Protection District.

**2015 90th Percentile Response Baseline Performance
First-Arriving Unit**

Response Zone	1st Quarter 2015	2nd Quarter 2015	3rd Quarter 2015	4th Quarter 2015	2015 Aggregate
Urban	7:48 n=1,422	7:43 n=1,491	7:48 n=1,628	7:35 n=1,441	7:45 n=5,982
Suburban	10:34 n=193	11:07 n=213	11:28 n=247	10:32 n=223	11:07 n=876
Rural	17:46 n=43	16:38 n=41	16:38 n=48	16:45 n=46	17:00 n=178

- Total response time performance measured for the first arriving PFA unit on emergent calls for service. This includes call processing, turnout, and travel time. Data measured only for engine and support companies. (n = number of incidents)

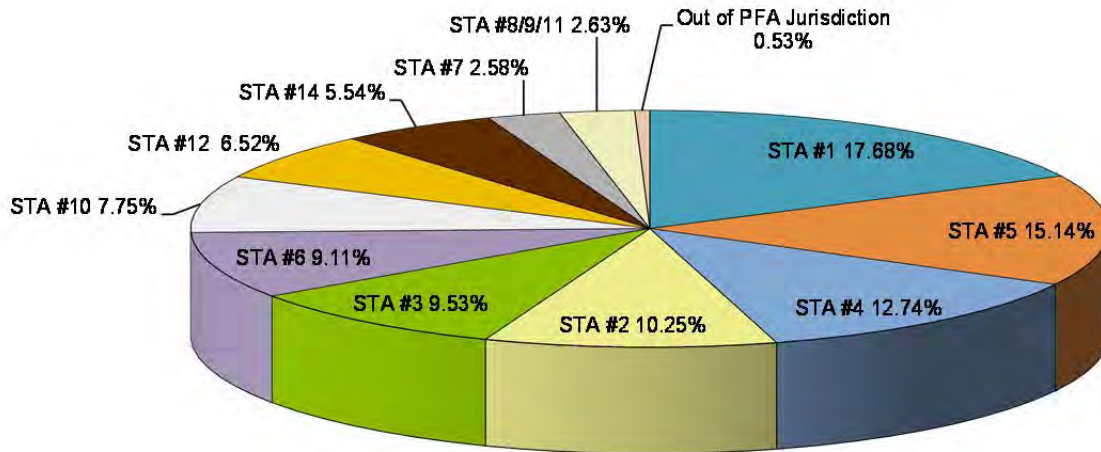
As part of the accreditation process, Poudre Fire Authority has increased the scope of its response performance measurement because time is a critical component of any emergency service delivery system. The ability to successfully intercede in fires and medical emergencies is highly dependent on trained personnel, arriving quickly, with adequate equipment.

While Poudre Fire Authority’s complete response goals are outlined in the Standards of Cover, a brief overview of the first-arriving unit response performance is given above. Under the accreditation model, an agency measures its historical or baseline performance against response goals or benchmark times. These benchmarks for the first arriving unit are generally considered to be 6:20 in the urban response zone, 7:20 in the suburban response zone and 12:20 in the rural areas.

The Standard of Cover takes into account all three segments of response times to include call processing, turnout, and travel time and measures these by population density-based response zones. This develops more meaningful performance measures in this crucial area of PFA operations, and represents a tangible example of the value of participating in the accreditation process for the Authority.

PFA is currently working to decrease response times through a joint committee with Fort Collins 9-1-1.

PERCENT OF TOTAL CALLS BY STATION



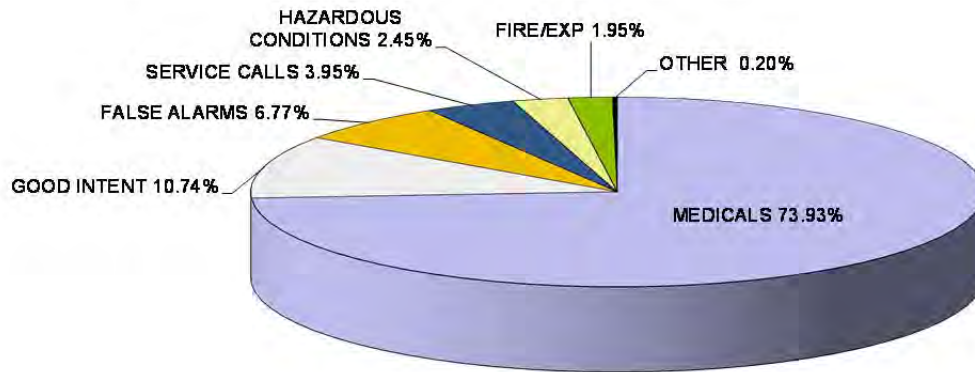
Station 1 continues to be PFA’s busiest station, with 17.68% of all calls occurring in its area.

Station 1*	3,376
Station 5*	2,892
Station 4	2,433
Station 2	1,958
Station 3	1,820
Station 6	1,740
Station 10	1,481
Station 12	1,245
Station 14	1,059
Station 7	492
Volunteer Stations 8, 9,11	503
Out of PFA Jurisdiction	<u>101</u>
Total	19,100

*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



Call Type by NFIRS Category	2014	2015	% Change
Medicals	13,397	14,120	5.39%
Good Intent Calls	1,529	2,052	34.21%
False Alarms	1,241	1,293	4.19%
Service Calls	732	755	3.14%
Hazardous Conditions	371	468	26.14%
Fires/Explosions	339	373	10.02%
Other Requests for Service	37	39	5.41%
Total	17,646	19,100	8.26%

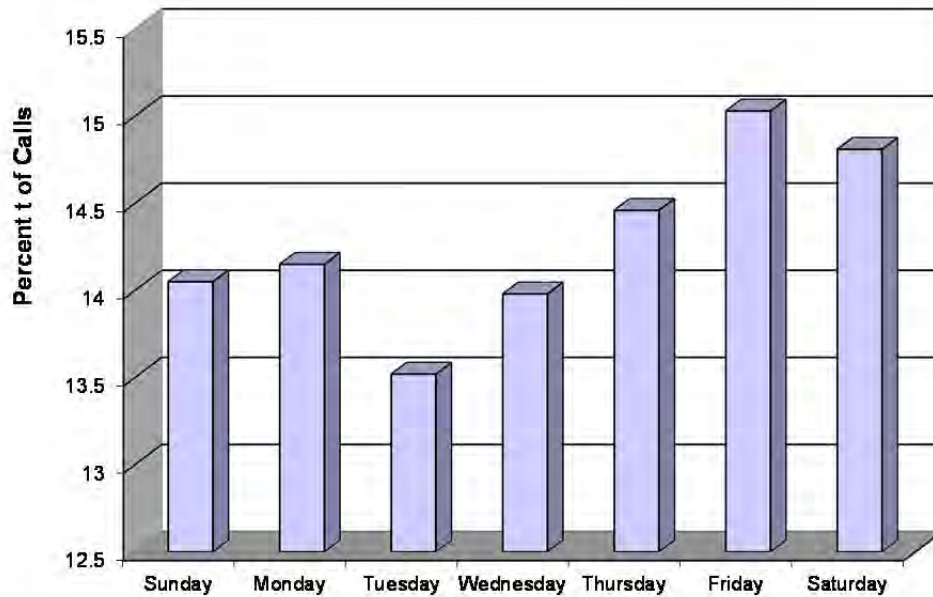
In 2015, a change was noticed at less significant emergencies wherein PFA apparatus were cancelled by the ambulance already on-scene. This is a possible indication of the effect of the EMS Contract, which allows for an increase in PFA unit reliability, and could be related to a 2.8% decrease in response times during the 4th quarter in the urban response zone.

NEW APPARATUS



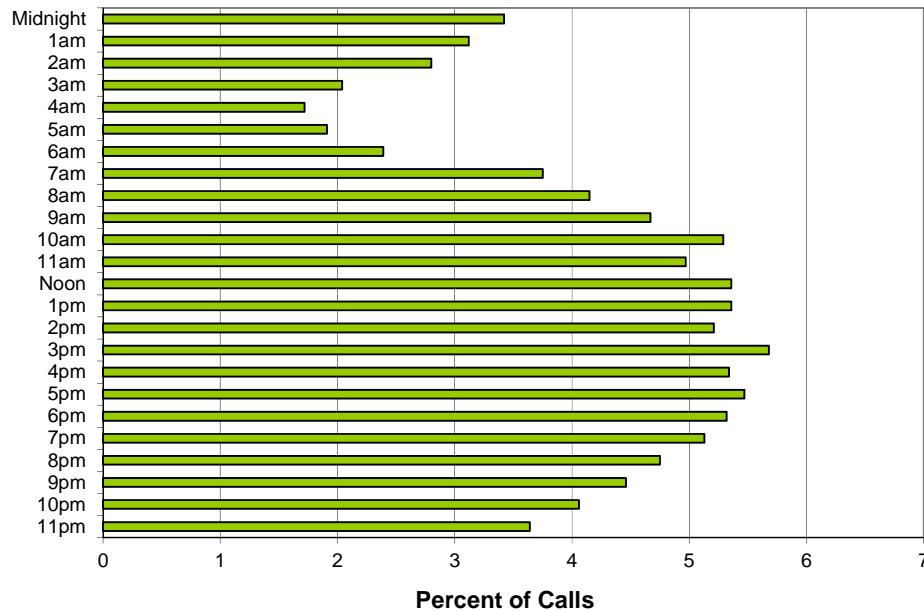
Workload Measure

PERCENT OF CALLS PER DAY



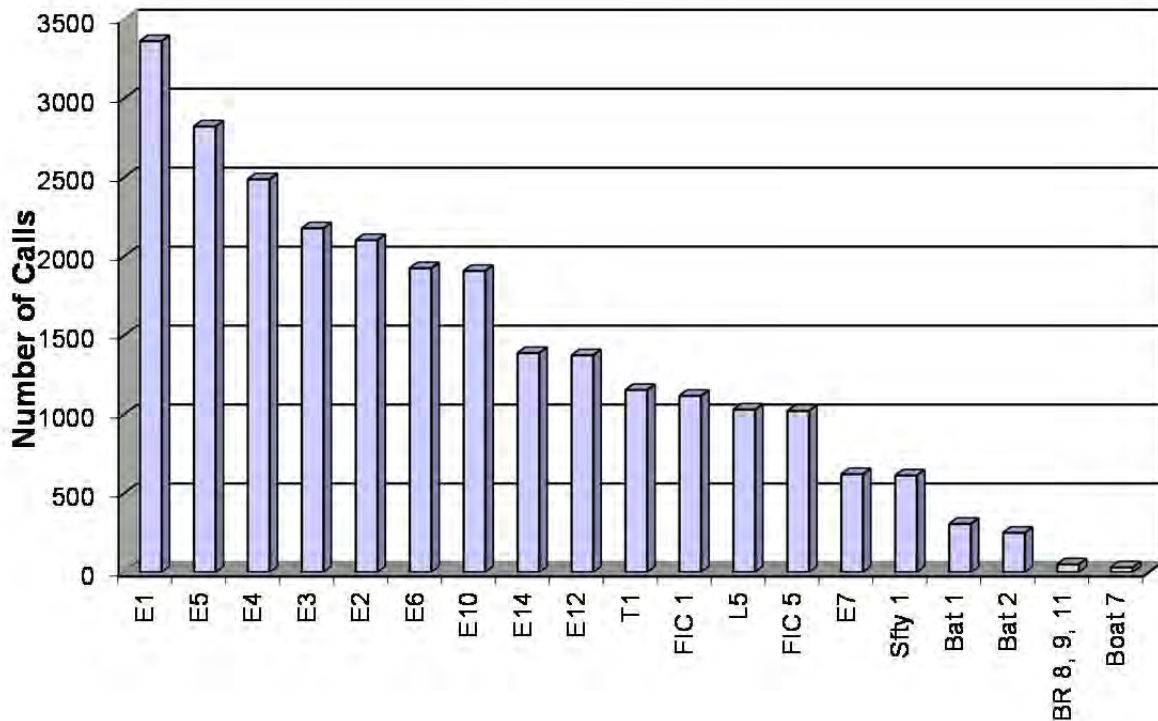
Friday continues to be the busiest day of the week, while Tuesday's tend to be the least busy day. Even though early morning is PFA's slowest time, it is the period when most large-loss fires occur. The United States Fire Administration reports that a peak in large-loss building fires occurs between the hours of 1 a.m. and 4 a.m.

PERCENT OF CALLS BY HOUR OF DAY



Workload Measure

CALLS PER APPARATUS



This graph reflects the total calls to which each piece of apparatus (company) responded. Total calls on this chart are higher than actual total calls because multiple apparatus can be dispatched to a single incident.

FACILITIES MAINTENANCE

Battalion Chief Gary Nuckols

Funding for facilities maintenance was increased in 2015 with additional capital resources. Developing and funding a facilities major repair and renovation capital project had been a goal of PFA for many years; this increase in funding allowed for many facility repairs and upgrades that had been deferred until absolutely necessary. Projects in 2015 were prioritized and many needed upgrades and repairs were accomplished.

- New extractor-style wash machines were purchased for five stations that had only residential-style wash machines. These are used for washing firefighters' bunker gear to effectively remove the contaminants from a fire.
- New Self Contained Breathing Apparatus air compressor at Station 1.
- New main floor carpet and flooring at Station 10.
- New carpet in the dayroom at Station 7.

- Shower remodel at Station 7.
- New bunker gear lockers at Station 10.
- New furnaces and A/Cs at Station 2.
- Furnace and A/C replacement at Station 7.
- Concrete replacement at Stations 6, 10 and 14 and at the Training Center.
- Outside sign upgrade at Station 14.
- Landscape improvements at Stations 4 and 6.
- Dayroom window replacement at Station 12.
- Outside painting at Station 12.
- Vehicle exhaust system upgrades to Stations 3 and 10.
- Garage door opener replacements at Station 6.
- Hose dryer upgrade at Station 1.
- Polished concrete floors at Station 6.
- Parking lot lights at the Training Center upgraded to LED lighting.

Station 8 (Timnath) became a fully staffed fire station in late 2015 in temporary quarters until construction of the new station in spring 2016. A modular home was installed behind existing Station 8 to allow for living quarters. The station had modifications to the front and rear garage doors to allow for the engine to respond out the front and to create a workout area in the rear bay. A station alerting system was also installed.

Work on new Station 8 in 2015 consisted of securing the Intergovernmental Agreement to secure the lot, price estimating with the contractor, and assuring utilities were in place in order to start construction in early 2016.

PFA continues to work on environmental sustainability efforts for its stations. PFA joined the City of Fort Collins' Climate Wise program in 2013, reached the Silver level in 2014, and again in 2015. Climate Wise provides an excellent local resource to assist in making wise sustainability choices. Through coordination with Climate Wise, staff was able to arrange for a masters student intern from CSU Public Health to assist PFA staff in 2016 with data collection and developing a useable format for the data.

EQUIPMENT MAINTENANCE

Battalion Chief Gary Nuckols

The program objectives for Equipment Maintenance are:

- *Assure the maintenance and upkeep of all fire apparatus and vehicles necessary to operate the Fire Authority.* The Support Division, along with the PFA mechanics, strives to continually improve providing this valuable service. 2015 was the first full year of electronic tracking of apparatus check, repair request and service tracking. Administrative support was brought in to assist with paperwork in order to free up the mechanics time

to work on the apparatus. The 2015 accreditation process determined that the equipment maintenance program meets PFA's needs and had only one related recommendation:

It is recommended that the agency establish a capital improvement plan for all apparatus.

- *Maintain a high level of expertise through on-going training for equipment maintenance personnel.* PFA's two mechanics must complete re-certification testing in various portions of both Automotive Service Excellence and Emergency Vehicle Technician certifications. In 2015 they successfully completed nine recertification tests.
- *Assure that all vehicles meet state and federal standards.* Through the certification of PFA's mechanics, this objective is met
- *Minimize downtime of apparatus due to repair or routine maintenance.* When needed PFA utilizes outside vendors to help expedite return of equipment to service. With the influx of newer apparatus the repair work covered under warranty is performed by the apparatus manufacturer's distributor.
- *Maintain sufficient reserve apparatus to assure reliable back up apparatus for timely emergency response.* In 2015 PFA was able to send apparatus back to an apparatus manufacturer for a rebuild termed, "glider kit" in which useable parts are reused to create a new apparatus. The advantage of a glider kit versus new apparatus is a significant cost reduction; however, while the glider kit is being rebuilt, the crew is placed on a reserve apparatus for an extended period of time. By comparison, when a new engine is purchased, the existing engine remains in service until arrival of the new engine. The glider concept, although a viable and cost-effective concept, means PFA's mechanics often work extra hours to maintain a reduced fleet. This was recognized in 2015, along with the accreditation recommendation, and new engine purchases were ordered to bolster the fleet so PFA can once again use the glider kit concept without the deficits in reserves. The engines will not arrive until early 2016, so 2015 remained a challenging year for the mechanics.
- *Maintain portable firefighting equipment.* Due to the increased workload of maintaining apparatus, many of the portable firefighting equipment is maintained by PFA equipment managers.
- *Install emergency warning devices, radios, telephones and mobile data terminals.* Although this is often performed by PFA mechanics, the apparatus committee has determined this type of work installed at the factory is a more viable option.

The Targeted Outcomes for the program include:



- *Ensure adequate capital facilities and equipment needed to provide services.* Due to fuel prices dropping in 2015, the overall funding of the maintenance program remained adequate.
- *Enhance a culture of care and maintenance for PFA's physical assets.* In 2015 the Equipment Management and Maintenance Committee was formed to help coordinate efforts with maintenance plans for various equipment. The committee worked in 2015 to formulate the plan to gather information about the various equipment carried on apparatus and organize in a useful manner. Daily and weekly checks of apparatus were reviewed and changes planned for 2016. With the bulk of the organization work completed, the committee can now work towards improvements in how staff check, repair, request assistance with repair, and assure work is completed.

Measures of Progress

In 2015 PFA moved to a new electronic apparatus check, repair request, and service tracking program. A goal for early 2016 is to redefine what data is appropriate and will provide sound measures of performance.

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; participation in the EMS Contract process, purchase and maintenance of EMS equipment; and as a liaison with other EMS and educational agencies.

In 2015, the EMS Program continued to ensure the competencies of PFA's EMTs through QA/QI review, competency practical exams, and continuing education deliveries. Working with the Medical Director and a dedicated group from PVH EMS, the EMS Protocols were reviewed and modified to meet the changes in clinical-based medicine and the EMS environment. Two new Automatic External Defibrillators were placed in service in the planned upgrade program.

EMS Response Information for 2015

- 14,120 EMS Incidents in 2015.
- CPR was performed 99 times: Automatic External Defibrillators were utilized 26 times.
- 507 Respiratory Distress patients
 - 66 required Basic Life Support intervention other than O2
 - Two patients required the King Tube

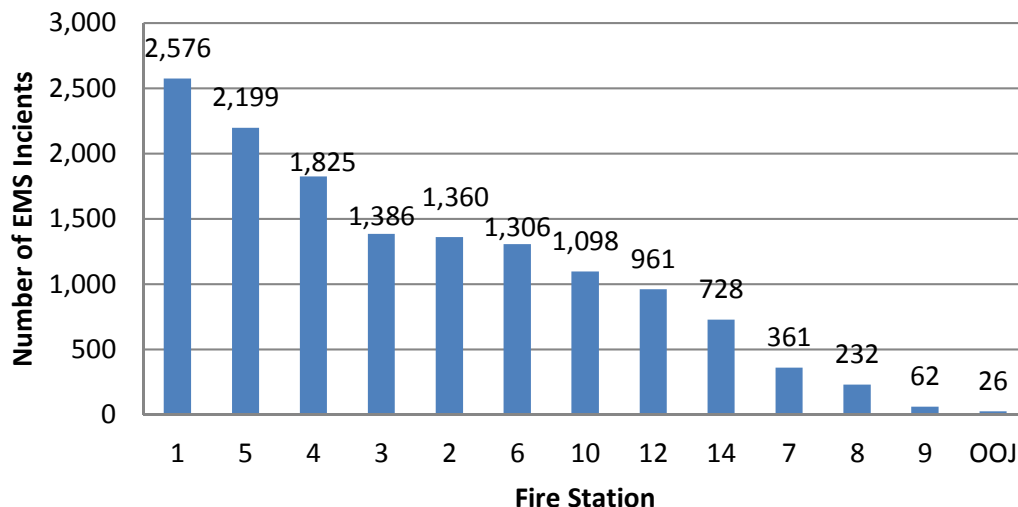
- 23 patients required multiple doses of Albuterol for severe Asthma.
- 512 patients were spinally immobilized
- 620 patients had non-traumatic chest pain with the administration of 167 doses of Aspirin to decrease the potential of cardiac damage
- 919 patients were unconscious or had an altered level of consciousness
- 496 seizure patients, 54 allergic reactions with three patients in anaphylactic shock.
- 1,438 patients with Minor Trauma
- 820 unspecified medical complaints
- 695 patients with suspected alcohol or drug related issues
- Seven pregnancy complications with three deliveries in the field



One of PFA's new citizens meets the firefighters who assisted

2015 EMS Incidents by Station

Total EMS Incidents = 14,120



Major Activities

EMS Contract: The University of Colorado EMS was awarded the EMS Contract in June, 2015. The rest of 2015 was focused on refining the data validation process, working within the EMS Contract committees and the Northern Larimer County Emergency Response Area (NLCERA) Advisory Committee.

Training: Programs included the annual Spring EMS Conference hosted in partnership with Poudre Valley Hospital EMS and the Northeast Colorado Regional EMS/Trauma Advisory Council with over 200 EMS providers in attendance (on site and on-line). Providers were provided specialized Pediatric Assessment and Treatment EMS Training through a program from Children's Hospital. Multiple Casualty Incident Response Field Training was also supported by Training and EMS. PFA responders documented a total of 4,853 hours of EMS Continuing Medical Education including practical and didactic opportunities (on-site, conferences and on-line offerings).



The on-line education delivery program Target Solutions was adopted by the Authority and the last quarter of 2015 was dedicated to learning how to utilize the program and develop targeted training programs. Target Solutions will be utilized by PFA personnel to facilitate more flexibility and efficiency in training while keeping crews in their response area.

Recertification : EMS provided the required CPR, EMS Competency Training and testing for 181 Emergency Medical Technicians (EMT), five paramedics and 15 Emergency Medical Responders. In addition 56 EMTs were recertified through the Colorado Department of Health EMS Division with three EMTs and paramedics through the National Registry of EMT. 208 PFA personnel were recertified in CPR and the use of AED. The EMS Coordinator also completed the update and monitoring requirements to ensure that the PFA CPR Instructors met the new American Heart Association standards.

EMS Ongoing Activities

- EMS Training and Education for full-time EMS personnel and Volunteers
- Call reviews to ensure 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 ensure safety and protection of responders
- Infection Control monitoring for Front Range Consortium Recruits for two Academies
- EMS Post Academy for two groups of recruits/year
- EMS training and evaluation of new firefighter recruits during their probation year
- EMS recertification review and approvals 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.
- Active participation in the EMS Advisory committee, EMS Contract committee, NLCERA Advisory committee, FRCC Advisory committee, PFA Safety committee, Protocol Committee, Physician Advisor and PVHS/UCH meetings, and ongoing work on accreditation requirements.
- Close communications with Larimer County Public Health and Social Services when crews identify citizen needs.

Summary

PFA provides emergency medical response within the boundaries of the Poudre Fire Authority district in conjunction with the UC/PVH EMS ALS 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, on-line through Target Solutions and other National Programs, classroom instruction and in-station training to meet the required hours and skills verification for Colorado EMS recertification. Progress on the EMS Contract and accreditation will only enhance EMS service delivery for our citizens as we move forward.

TRAINING DIVISION

Battalion Chief Randy Callahan

The Training Division is responsible for providing quality training and education to PFA personnel. Specific programs include basic skills training, Driver Operator training and testing, Acting Captain Academy, Battalion Chief Academy, twice-yearly Recruit Fire Academy, major emphasis training, company performance evaluations, certification programs, and professional development programs.

In 2015 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 2015.

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

Training Hours

A total of 45,682 training hours are recorded into PFA's Record Management System (RMS) for the year 2015. This report focuses on 44,666 notable training category hours. Figure 1 shows training hours by category from 2015 compared to the previous three-years. Figure 2 represents the amount of training recorded in RMS for 2015 by percentage.

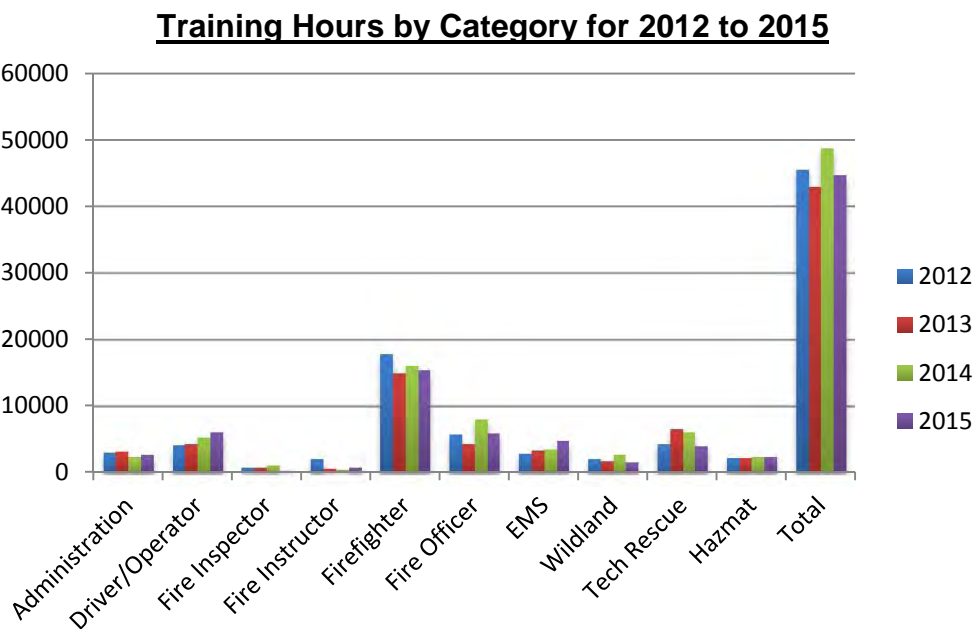


Figure 1 – Comparison of 2015 training hours by category to the previous three years (PFA RMS data).

Percent of Training Hours by Category for 2015

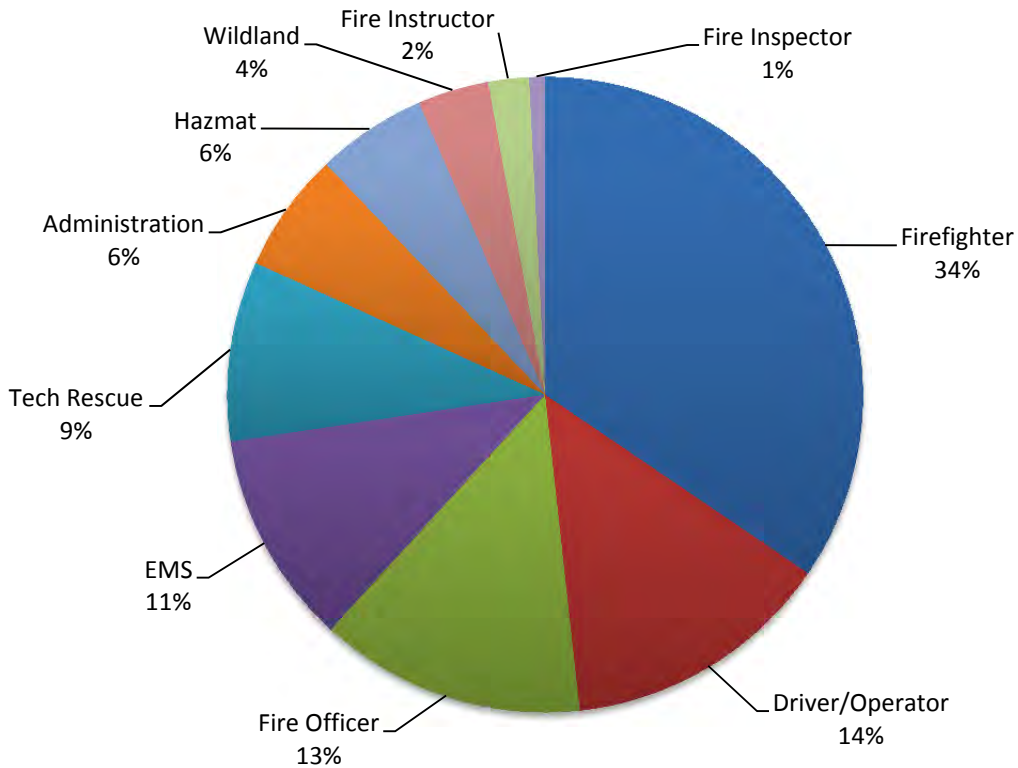


Figure 2 – Percent (in hours) of each category of training for the year 2015 (PFA RMS data).

Tuition Reimbursement/Education Requests

In 2015, the Training Division spent \$38,133 for tuition reimbursement and educational class/conference requests.

Tuition reimbursement

Tuition reimbursement accounted for \$15,262 in 2015. The Tuition Reimbursement Program pays participants' tuition expenses for accredited college-level classes. Figure 3 indicates the four-year trend for tuition reimbursement. Figure 4 indicates the number of employees by rank participating in the tuition reimbursement program from 2012 to 2015. Table 1 represents a four-year trend for tuition reimbursement costs per request. The decrease in average cost per student for 2014 and 2015 is related to the PFA Fire Officer Professional Development Program. As part of a joint venture with Colorado State University (CSU), PFA was able to negotiate reduced fees for its employees.

Tuition Reimbursement Program Costs for Years 2012 to 2015

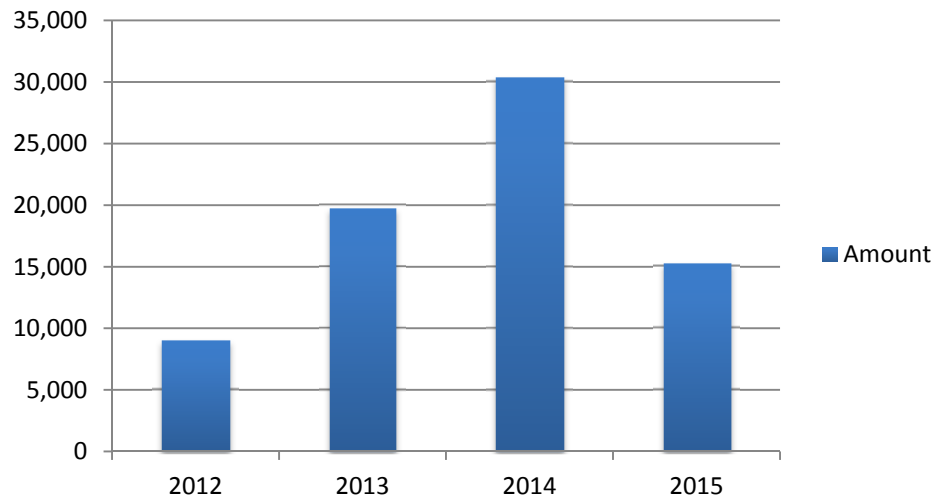


Figure 3 – Tuition reimbursement trend for the period of 2012 through 2015 (JD Edwards Data).

Number of Participants by Rank in Tuition Reimbursement Program

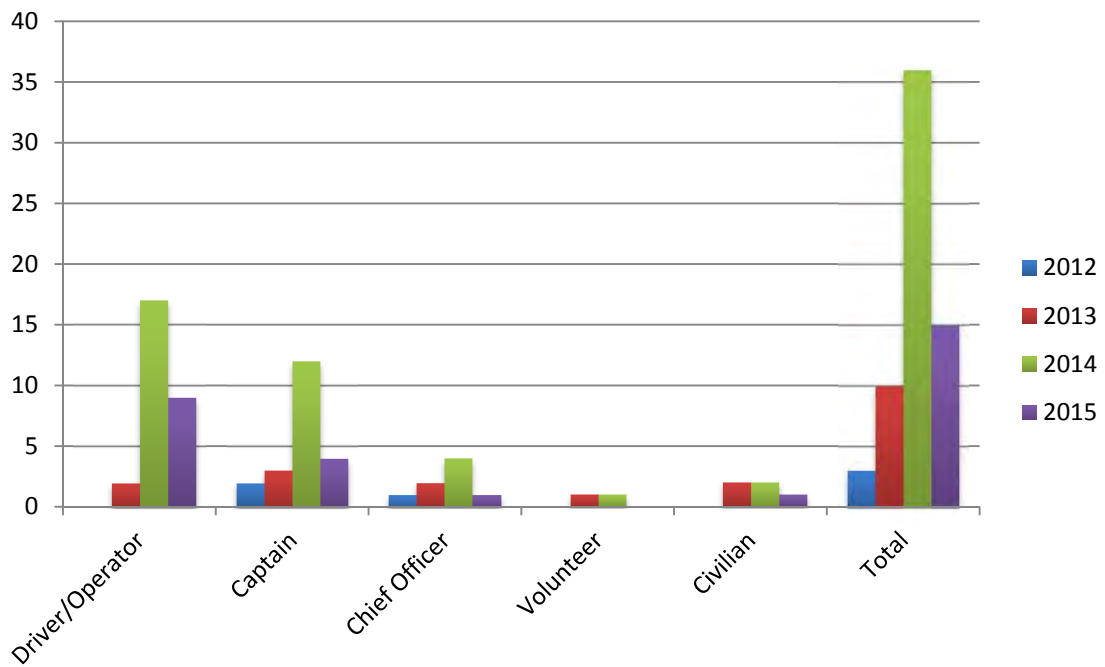


Figure 4 – Comparison of the number of participants by rank for the period of 2012 through 2015 (JD Edwards Data).

Average Cost per Request for Tuition Reimbursement Program

Year	Amount	# of Requests	Average Amount
2012	\$9,024	8	\$1,128
2013	\$19,771	14	\$1,412
2014	\$30,400	37	\$755
2015	\$15,262	17	\$898
Totals	\$74,457	76	\$980

Table 1 – Summary of tuition reimbursement costs as an average per participant from 2012 to 2015 (JD Edwards data).

Tuition reimbursement is a successful professional development tool for PFA. It enables employees to complete college-level course work in management and leadership relative 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 \$22,871 on education requests in 2015. 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 by other organizations. Figure 5 represents approved educational requests by rank.

Educational Requests by Rank for Years 2013 to 2015

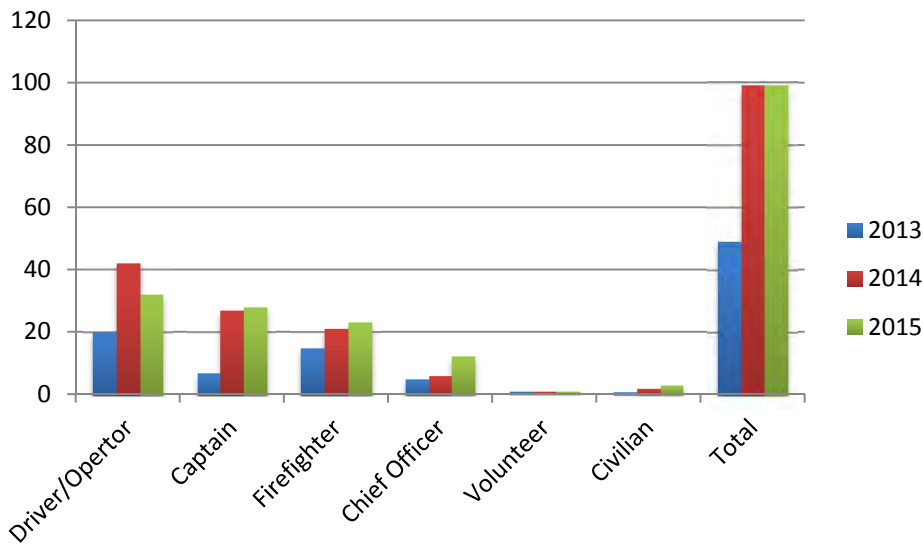


Figure 5 – Comparison of approved education requests by rank for the years 2013 to 2015.

In 2015, a total of 98 educational requests were received, of which 75 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 2015, 65 CMCB certificates were awarded to PFA personnel. The certificates issued in 2015 represent all CMCB certifications available to PFA personnel. Figure 6 is a comparison of the number of certificates issued by category between 2013 and 2015.

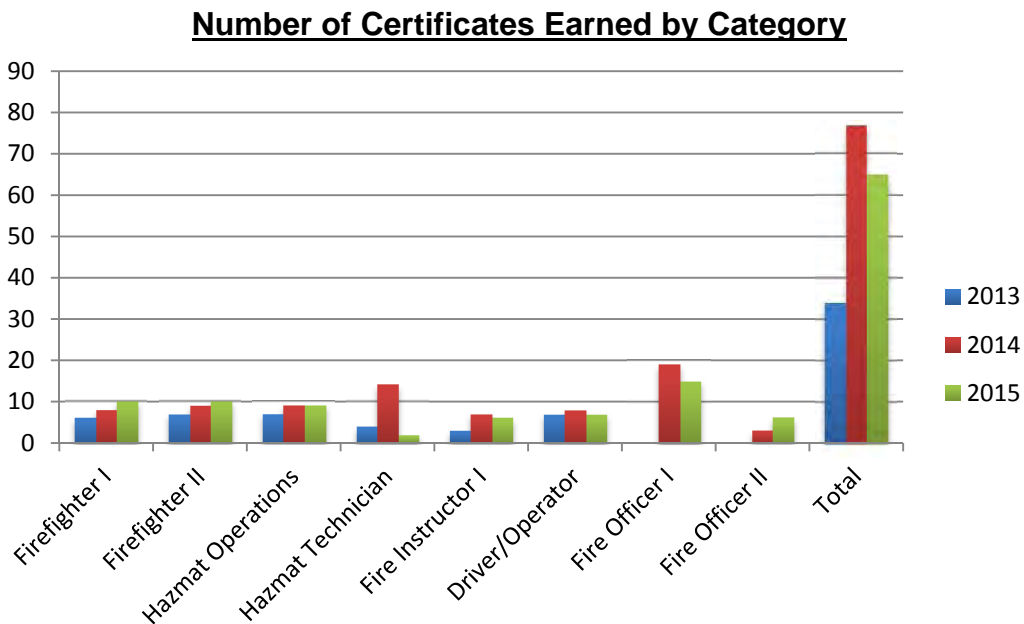


Figure 6 – Comparison of 2015 CMCB certificates earned for the years 2013 to 2015.

Other Training Division Projects

- 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.

- **Acting Battalion Chief Academy (ABCA)** – The ABCA is a four-day, comprehensive program culminating with evaluations and required training beyond the completion of the academy. Firefighters are required to successfully complete the ABCA before they can act as a Battalion Chief.
- **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/Operator 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 covers hydraulic pumping equations, skills-based training and apparatus familiarization.
- **Major Emphasis Training** – The Fire Behavior Committee continues to research, develop, and teach modern fire behavior concepts, derived from ongoing research at the National Institute of Standards and Technology along with Underwriter Laboratories studies.
- **Basic Skills/Company Performance Tasks (CPTs)** – Fire crews receive a basic skills program to be completed at the company level. 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 2015.
- **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.

The Training Division continues to improve its processes and programs. 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 or needs are identified. PFA 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. Hazardous materials can be described as substances that, when released from the intended container, can cause harm to persons or the environment. The Hazmat Program supports the personnel, training, and equipment necessary for response to hazardous materials incidents within PFA's jurisdiction and as the Designated Emergency Response Authority (DERA) for much of unincorporated Larimer County. The program objectives are to minimize the adverse effects of a hazardous materials release on life, property, and the environment. The program supports training for Poudre Fire Authority personnel consistent with the requirements of the Code of Federal Regulations and state and local requirements as they relate to emergency response to hazardous materials incidents.

Program Objectives

- Minimize the adverse effects of a hazardous materials release on life, property and the environment.
- Provide Technician Level training for personnel assigned to Station 10.
- Ensure that training and competencies outlined in the Code of Federal Regulations part 29 (CFR29) are met by all PFA response personnel.
- Provide and maintain specialized tools and equipment necessary for hazardous materials response.
- Maintain abilities to support consortium Hazmat response.
- Provide Technician Level training to other staff as funding allows.

Measures of Progress:

Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2015
Be a values-driven workforce that cares for the community and each other		% of Technicians completing annual refresher training compliant with CFR 29	100%
		% of Operations personnel completing annual refresher training compliant with CFR 29	100%
Promote emergency preparation, response, mitigation, recovery and resiliency across the organization in collaboration with other community efforts	Core Competence 5F.5 – Minimum training and operational standards are established and met for all personnel who function in the hazardous materials response program, including for incidents involving weapons of mass destruction.	Train personnel assigned to Station 10 to Technician Level within 24 months	One technician did not meet this goal: but completed all of the training during January of 2016, one month beyond the goal
		Conduct at least two training events with Consortium partners or outside agencies	Two events
Be effective stewards of the community and PFA's resources		% of equipment and monitors maintained and calibrated to established standards	100%

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 many hazmat calls for service. Like several of the specialized programs, capturing accurate information both at the dispatch end and on the RMS end is difficult. Due to RMS limitations the hazmat team has not been able to accurately document all of the technician level responses that occurred in 2015. These include calls where there is a hazmat component but RMS will not allow the call to be coded with more than one code, calls where technician level knowledge is used for a non hazmat call, and “soft responses” where hazmat knowledge is provided via phone or in a consulting manner instead of an actual response.
- In cooperation with the PFA Community Safety and Services Division the hazmat program integrated all Hazardous Materials Management Program (HMMP) submissions received in 2015 into response software. This allows hazmat crews to quickly access information provided by businesses in PFA’s area and build useable real time predictions of the hazard posed by the incident that is occurring at a given facility or location.

Provide technician level training for all personnel assigned to Station 10

Train personnel assigned to Station 10 to technician level within 24 months

- Added five new members to Station 10.
- Completed a Hazmat Orientation Handbook for all technician level members.
- Continued the transition to a formalized certification program through Colorado Metropolitan Certification Board for technicians.
- Sent three members to the Houston Hotzone Conference. One of these was on a tuition scholarship which allowed PFA to send three instead of the two spots that were originally budgeted.

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

- Worked with City of Fort Collins Utilities to conduct a joint training exercise at their facility on response to a spill.
- Sent two technicians to a three day radiation primary and secondary screener class.
- Sent one technician to a one day primary screener class.
- Sent three technicians to a waste water chemistry class through the City of Fort Collins.

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.
- Received two RIID (radiological isotope identifier devices) through a grant process with the State of Colorado.
- Assisted Fort Collins Police Services with their receipt of several Polimaster radiological monitoring devices.

Maintain PFA's 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.
- Worked with CSU Facilities to provide guidance on chemicals stored at the Yates Chemistry building.
- Worked with CSUPD to develop the Northern Colorado Preventative Nuclear and Radiological Detection (NoCo PRND) working group.
- Provided one primary screener and one secondary screener to assist at the Rocky Mountain Airshow in Aurora, Colorado, as part of a statewide radiological monitoring effort managed through Colorado Department of Homeland Security (CODHS).

Provide Technician level training to other staff as funding allows

- Submitted a proposal to SLT to increase the number of CMCB hazmat certified technicians. During the accreditation process it was identified that PFA needed more hazmat technicians on duty each day. PFA Hazmat had been working on a program to address this need for several years. The accreditation process reinforced this and allowed the hazmat team to successfully move forward with this proposal.
 - As a result of this successful proposal PFA Hazmat supported five personnel in attending a two week hazmat technician class in Loveland.

Operations Level

Provide continuing education training for the Authority 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 2015.
- Provided CFR 29 compliant continuing education to 100% of the Authority's Operations level hazmat personnel during the annual eight hour training day. Topics included introduction of, and training on, Hazmat Quick Response Card (QRC), new monitors, and using the hazmat tab in RMS to help the team more accurately capture response data.

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

- In-house maintenance and repair of all front line apparatus monitoring equipment.

- All three shifts of hazmat technicians attended confined space rescue training.

Outcome: Maintain equipment and monitors to ensure adequate response resources

Performance Measure:

Technician level

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

- Upgraded the A Kit (chlorine cylinder) to meet current standards and best practice.
- Received two RIID (radiological isotope identifier devices) through a grant process with the State of Colorado.

Operations Level

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

- Supplied the entire North Battalion with new Qrae II monitors as the first step in a two year Authority-wide upgrade.

Other items of note

In 2015 the PFA Hazmat Team billed \$11,938 for reimbursement related to responses to incidents in keeping with the Authority's strategic goals of being effective stewards of the community's and PFA's resources.

In 2015 PFA Hazmat developed a two tiered training system in order to cost-effectively increase the number of trained technicians in the system. The team also implemented a continuing education requirement for all technicians in order to assure the continually evolving skills are maintained to operate at the technician level.

WILDLAND FIRE PROGRAM

Captain Geoff Butler

Colorado experienced a slow wildfire season in 2015, allowing PFA resources to assist other areas of the nation that were experiencing a record breaking year. Within Colorado, 709 fires burned approximately 22,000 acres, compared to an annual average of 134,345 acres during the previous five years. By contrast, over 10 million acres were charred nationwide breaking historic records extending back to 1960. Locally, PFA responded to 80 wildfires (including natural vegetation, grass, brush, and forest), which is slightly higher than an annual average of 73 fires over the previous five years. The most significant losses were the thirteen firefighters lost in the line of duty and at least seven civilians who were killed by wildfires in the United States during 2015.

Synopsis of 2015 statistics included in this report

Category	Statistic	Comment
Wildland firefighter line of duty deaths (nationally)	13 deaths	Twenty-five year average is 17
Civilian deaths from wildfires (nationally)	At least seven deaths	
Acres burned in U.S. nationwide	10+ million acres	New record
Acres burned in Colorado	22,000 acres	Five year average is 134,345 acres
PFA wildfire responses	80 fires	Five year average is 73 fires
WUI home assessments completed to PFA residents	35 homes	
Home assessments made previously and available online	Over 1,100 homes	Data is available to residents and emergency responders
PFA out-of-district deployments	Five deployments	Three for engines (12 firefighter positions), 2 single resource
PFA Shift personnel completion of wildfire refresher training	95%	
New PFA volunteers hired and trained in wildfire	Ten firefighters	25 active firefighters in program
New PFA wildfire trained seasonal employees	Three firefighters	New program, included in the above total
New PFA brush units ordered	Three brush units	One Type 3 and two Type 6

Strategic Planning Targeted Outcomes:

Increase public awareness and change behaviors related to every-day safety threats, and effectively prepare the community for uncommon and/or catastrophic events:

The WUI Outreach and Planning Initiative (WOPI) utilized grant funding to perform 35 wildland-urban interface home assessments. Homeowners were invited to be present during the assessment, and all are provided with the results and recommendations. Thanks to WOPI Project Manager Mike Fleming, GIS Specialist Jim Montague, and others, the greatest accomplishment for this effort was in migrating to a new technological platform that enhances accessibility for citizens and firefighters. Assessment data for almost 1,200 homes are now available via the internet for use on computers and mobile devices. This includes a map feature, an easy to read list of home characteristics for use by responders, and a detailed report of each home to help guide residents.

Improve the Authority's ability to respond and recover from uncommon or

catastrophic events, and enhance emergency management capabilities within the Authority:

As an integral part of maintaining and developing PFA's experience base and response competencies, the Authority deployed a mix of crews and single resource personnel to wildfires outside of PFA's region. Over the course of three separate two-week deployments, PFA crews worked on five incidents in California. Additionally, a division supervisor trainee worked on three separate incidents over the course of two deployments to California and Idaho. These deployments provided invaluable experience and training opportunities, which are increasingly important for fires within PFA's jurisdiction.

Training opportunities attended by PFA personnel that exceeded base level wildland training included wildland urban interface operations, wildfire powersaw operations, and helicopter ground-contact training. PFA also hosted an interagency engine boss class. An engine crew with five firefighters assisted on a prescribed fire in Boulder County, gaining valuable operational experience as well as developing interagency relationships.

All Type 1 structure engines in the system were issued a wildland hose pack. Each pack includes 200 feet of wildland hose with a nozzle, improving the tactical capabilities of standard engines in the wildland urban interface. Each company was provided with training in the use of these hosepacks during annual refresher training.

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. Completion rate for on-shift personnel was 95%.

The volunteer/seasonal program continued to strengthen its contribution to PFA's wildfire response. Ten new volunteer firefighters were trained and equipped for wildland firefighting, and three volunteers were converted to part-time seasonal employees. This brings the program's strength to 25 responders with improved staffing and response rates, especially during the summer fire season (see Volunteer Program section for specifics).

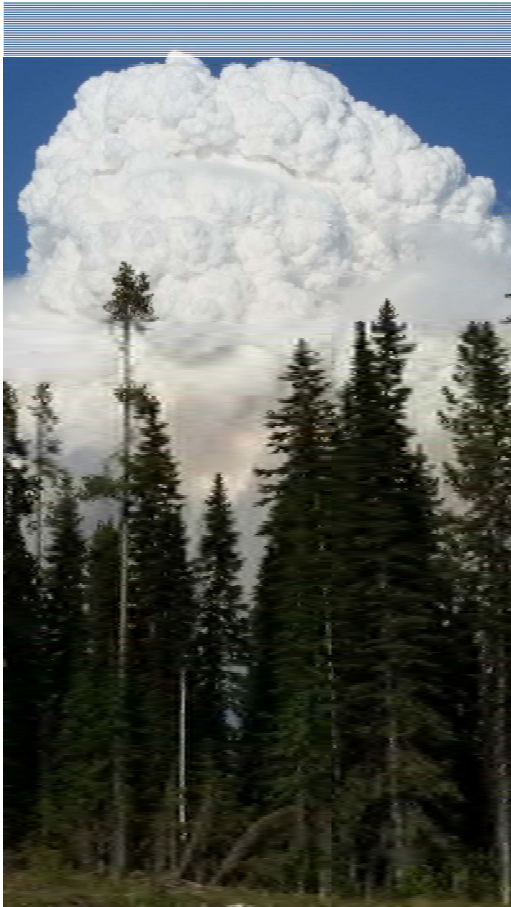
Provide clarity and transparency in financial matters, and 4G. Enhance a culture of care and maintenance of PFA's physical assets:

Captain Sean Jones led the effort to update and re-standardize the inventories for Type 6 brush units. Federal reimbursements from 2015 out-of-district wildfire deployments are being directly utilized to acquire new brush units to replace units within PFA's aging wildland fleet, as intended. These new acquisitions are also being supported by the sale of two older brush units. The resultant two new Type 6 engines in combination with a new Type 3 engine will bring PFA's

wildland apparatus to a strength not previously realized.

The wildland fire cache was re-inventoried and consolidated at the warehouse. This improves access to equipment for greater alarm fires as well as ease of dispersing replacement items to stations.

A PFA engine crew supports prescribed fire operations in Boulder County.



A fire on the Selway Complex in Idaho blows-up in proximity to a subdivision of 20 homes.



A PFA engine crew on assignment in California

PFA Volunteer Program
 Captain Geoff Butler

In 2015, the volunteer program transitioned from the Training Division to the Operations Division under the supervision of the Wildland Fire Officer. This transition was intended to improve alignment between the program’s leadership and its new mission focus.

The program hired and trained ten new members, bringing the roster to 25 active volunteer firefighters. This year saw the promotion of Pete Wells to lieutenant of Station 11 as well as the creation of three part-time seasonal firefighters at Station 9.

In addition to numerous medical and wildfire response, volunteer firefighters assisted with a prolonged rescue and carry-out from Horsetooth Rock on July 7th. Volunteers responded to a structure fire in Station 9’s area on September 11th, and made a significant impact towards incident stabilization with an exterior attack from a safe distance and preventing extension into surrounding wildland fuels. In addition to participating in several community outreach events (bonfires, WUI assessments, Neighborhood Night Out), volunteers provided support during the 2015 Pro Challenge Bicycle Race.

Station 8 continued to see an upward trend in call volume, reaching 369 calls for the year. Station 9’s area had 108 calls, compared with an average of 88 calls per annum during the preceding five years. Station 11’s call load of three was relatively consistent with an average of five calls per annum during the previous five years.

2015 Calls at Volunteer Stations

Station	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter	
	Calls in Area	Responses	Calls in Area	Responses	Calls in Area	Responses	Calls in Area	Responses
8 *	67	3	86	1	99	4	117	0
9	14	0	31	5	36	13	27	4
11	1	2	1	2	0	4	1	2

*The Station 8 response area has been expanded as of December 28, 2015 when it went from a volunteer station to a career, 24/7 station.

The Station 9 seasonal staffing pilot project helped to boost response rates from an average of 9% for the comparable time during the preceding four years to 42%. Average response time improved by almost five minutes from the previous year, dropping from 18:22 to 13:34. The seasonal crew also responded to three wildland fires outside of its station area.

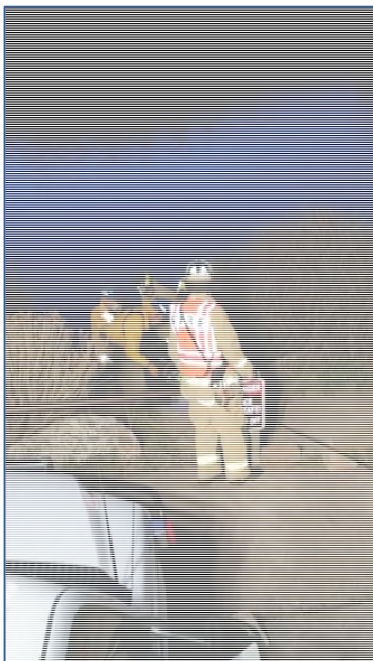
Station 9 Response from the last Friday in June through the first Tuesday in September

Year	Calls in Area	Responses	Response Rate
2011	25	1	4%
2012	48	7	15%
2013	27	4	15%
2014	33	0	0%
2015	33	14	42%

A significant change for the volunteer program was the conversion of Station 8 to career staffing. Our Station 8 volunteers deserve recognition and thanks for their decades of dedicated service to the community of Timnath and the PFA. These volunteer firefighters remain active with the program through a variety of avenues.



Volunteer recruits practicing fireline construction



Volunteers receive an Airlink helicopter briefing

Volunteers practice low angle rescue

TECHNICAL RESCUE

Captain Dustin DeBaere

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.
- 100% of emergency responders to receive update on ice rescue, rope 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 Support Company and Station 6 personnel receive update on big rig rescue.
- Complete operational plan for technical rescue.
- Evaluate re-organization of technical rescue disciplines. Adding engine companies to skill set training/response and separating Tower 1 and Ladder 5 responsibilities.
- Enhance completion of collapse rescue program with equipment purchases.
- Continue capturing data on calls where technical rescue skills are used and work with records managers on how to better capture data.

Program Targeted Outcomes

- Improve 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	2013 Actual	2014 Actual	2015 Actual	2016 Goal
<i>Reduce the frequency and severity of emergency incidents</i>	% of time qualified staff available to respond to technical rescue calls	New	100%	100%	100%
<i>Be an accountable, values-driven workforce that cares for the community and each other</i>	% 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

- New training props were purchased in cooperation with the Training Division.
- Trench Rescue Operational Directive Development.
- 162.5 hours of trench rescue training attended by PFA personnel.

Confined Space Rescue

- Combination High Angle and Confined Space training performed at City Water Treatment Plant.
- Updates of the confined space rescue Operational Directive.
- 560 hours of confined space rescue training attended by PFA personnel.

High and Low Angle Rope Rescue

- One member attended the 2015 Rigging for Rescue Class.
- Combination High angle and Confined space training performed at City Water Treatment Plant.
- All Authority response personnel performed a low-angle training exercise at CSU.

- PFA responded to another technical rescue at Lory State Park in 2015 that validated PFA's focus on rope rescue training due to decreased risk to responders and positive patient outcome.
- 1,184.83 hours of rope rescue training attended by PFA personnel.

Ice, Still, and Swiftwater Rescue

- Ongoing Proficiency Swims were conducted by certified personnel.
- 113 hours of ice rescue training attended by PFA personnel.
- 805.95 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.
- Additional equipment was purchased for Building Collapse.
- 111.5 hours of USAR rescue training attended by PFA personnel.

Large Animal Rescue

- Development of Large Animal Rescue Operational Directive.
- PFA delivered an in-service class to all support and Station 12 personnel.

Vehicle and Machinery Rescue

- "Big Rig" vehicle extrication training, equipment and operational directive development and deployment.
- All Support personnel participated in "Big Rig" training.
- Additional equipment was purchased for "Big Rig" rescue.

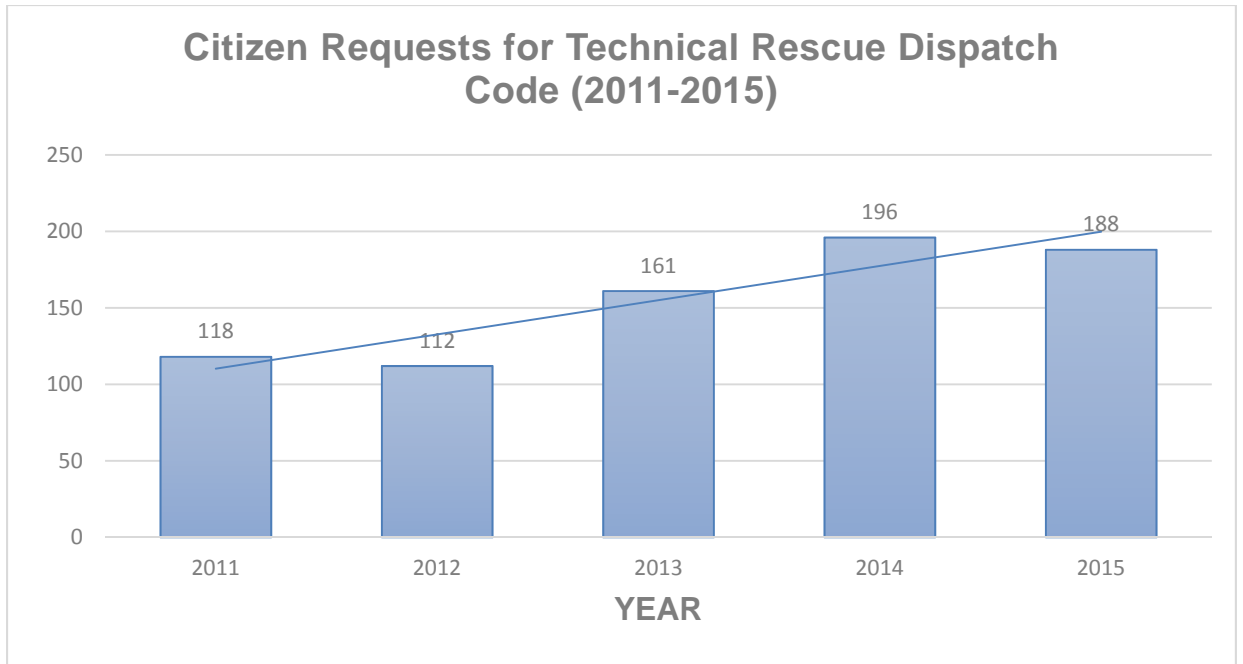
These subprograms will benefit from the development of the technical rescue operational plan and performance indicators as part of accreditation. Equipment and training needs will continue to be expanded as part of these efforts and the technical rescue program will continue to evaluate its effectiveness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

Response Activity Summary

Technical Rescue Five-Year Summary (By Dispatch Type)

CALL TYPE DESCRIPTION	2011	2012	2013	2014	2015	5 YEAR TOTAL
Elevator Rescue	50	51	48	91	96	336
Motor Vehicle Accidents with Extrication	48	40	77	74	57	296
General Rescue Responses	2	5	11	5	8	31
Search for Lost Persons	1	-	-	-	1	2
Water Rescues (Swiftwater, Stillwater, and Ice)	17	16	25	26	26	110
	118	112	161	196	188	775
Percent Change	34.09%	-5.08%	43.75%	21.74%	4.1%	

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 16.61%. 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.



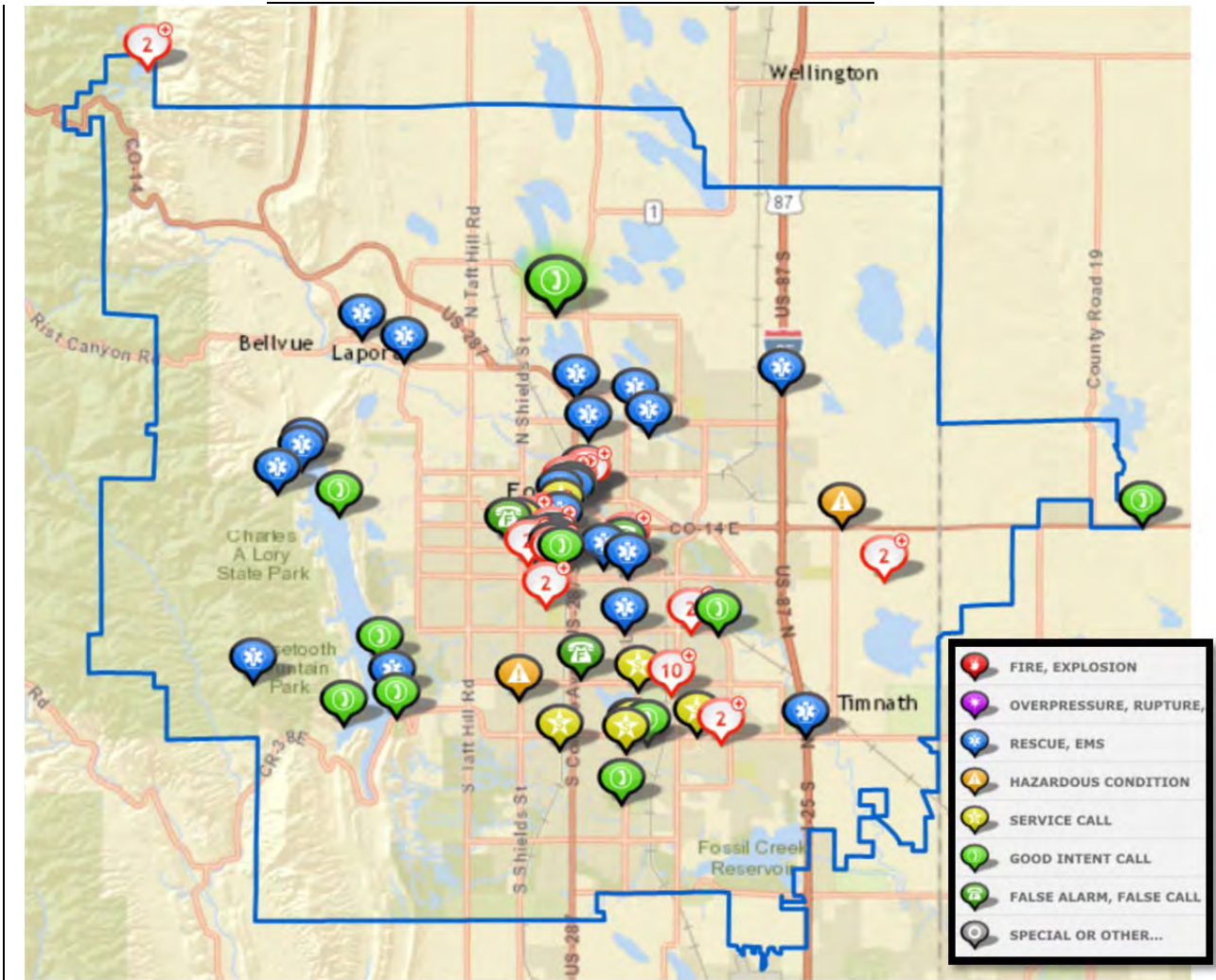
One outcome measure of progress used by the program is the percent of time a technical rescue specialist is on-scene in less than 12 minutes (rope, trench, auto extrication, ice rescue, and still and swiftwater responses). This data has been difficult to track as outlined in other portions of this report. 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 time the first support company, dispatched to technical rescue incidents, arrived on-scene within 12 minutes from the time of dispatch.

2015 PFA Technical Rescue Specialist Response Time (Turnout and Travel)

90 th Percentile Response Time	Response within 12 minutes
17:59	50%

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.

2015 Technical Rescue Incident Locations



Looking Ahead

General

2016 promises to be another busy year for the technical rescue program. The program has reorganized to focus on four major management areas to include:

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

One major development that will outline 2016 program activity is the continued development of an operational plan that will help establish the training 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

2016 will represent the second year that the program will monitor its baseline performance in real time as part of the Standards of Cover. The technical rescue program is continuing to work on improving its ability to accurately capture data related to response activity. Similar trends have been noted in other specialty response programs, and Technical Rescue continues to work closely 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 have developed an operational plan that outlines an equipment replacement plan to ensure that supplies are maintained in a sustainable and responsible fashion. This plan has been developed in accordance with the PFA Budget and to meet the standards for technical rescue by the National Fire Protection Association (NFPA).

Operational Directives

During 2015, 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 2016, 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

The SCBA program objectives are:

- 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.
- 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.

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

100% of uniformed personnel were fit tested, providing 550 tests in 2015.

NIOSH equipment approvals were maintained and all requirements of OSHA's respiratory protection program (29 CFR1910.134) were met. 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 other outside agencies. These include Colorado State University, City of Fort Collins Utilities, City of Greeley, Fort Collins Police Department, Larimer County Sheriff Office, Larimer County Drug Task Force, Northern Colorado Fire 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.

The CART has 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. CART 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. CART 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. CART demonstrates the PFA core values by being prompt, skillful and caring with 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 thereby providing better service to the community.

2015 Responses:

- Assisted 145 individuals during and after emergencies.
- CART was requested to respond 23 times and responded 100% of the time.
- With a no-cost agreement with two local hotels, CART was able to provide temporary shelter following emergency operations for 46 customers on six separate occasions.
- PFA worked with the City of Fort Collins to administer an RFP for restoration services. A new company was selected for a contract that will be in effect until the year 2020.
- CART contacted the American Red Cross for assistance on five occasions.
- The no-cost contract for board up services was used on almost all structure fires. On two occasions, the homeowner or management company contacted their own restoration company.
- A fire at 250 W. Prospect Road was in a CSU student housing apartment building. CSU housing services arranged to move all students into a hotel and followed up with long-term housing needs.

OCCUPATIONAL HEALTH AND SAFETY

Battalion Chief Gary Nuckols

Peer Support Team

The PFA Peer Support Team (PST) completed its first full year in 2015, led by a team coordinator with three additional peer support team members working under a clinical supervisor. Team members are 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. The impact and need for this service showed the value not only in the fire service, but at PFA. Confidentiality is key to a successful program, and tracking is only done by either number of contacts, or hours of service. No names are divulged to PFA. In 2015 the team had contacts with over 25% of PFA personnel. 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 2016 the team will be working on long-term sustainability of the program and in assessing effectiveness and willingness to utilize the program.

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. The evaluations have been changed so that the PFTs visit the stations to perform the evaluation with one crew at a time. This resulted in a better evaluation, with immediate feedback on results.

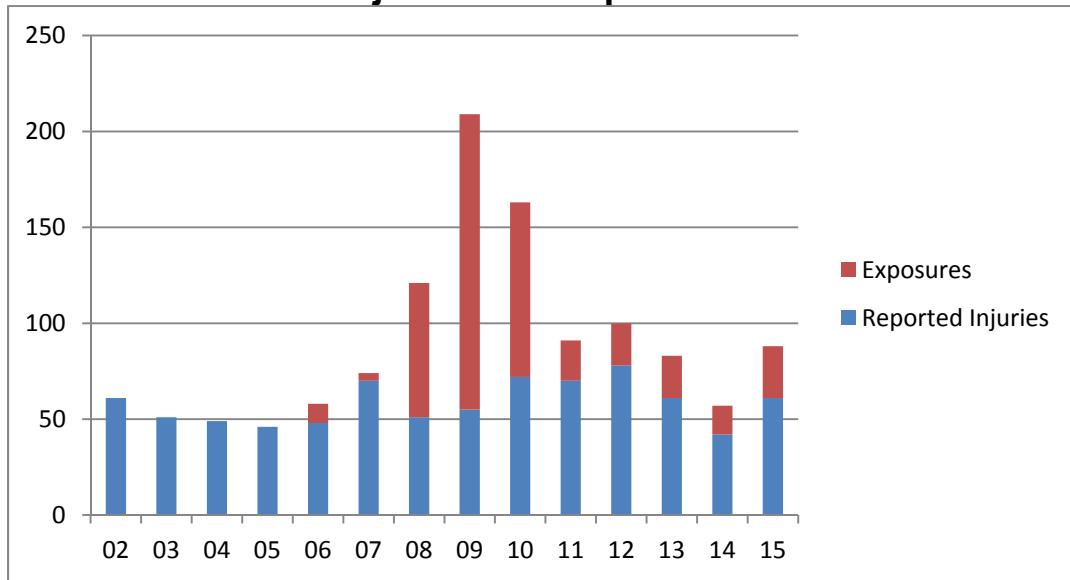
Injuries and Exposures

In 2015 PFA had an increase in reported injuries and exposures; eighty-eight in 2015 compared to fifty-seven in 2014. The majority of the injuries were minor, which resulted in a slight increase in medical costs but a dramatic reduction in lost time. This is the second year for tracking with this OSHA formula.

The shift Safety Officers performed fifty-eight individual injury reviews with injured employees. In fall 2015 the newly formed Safety Committee is addressing how to effectively pass along the critical learning points from each review.

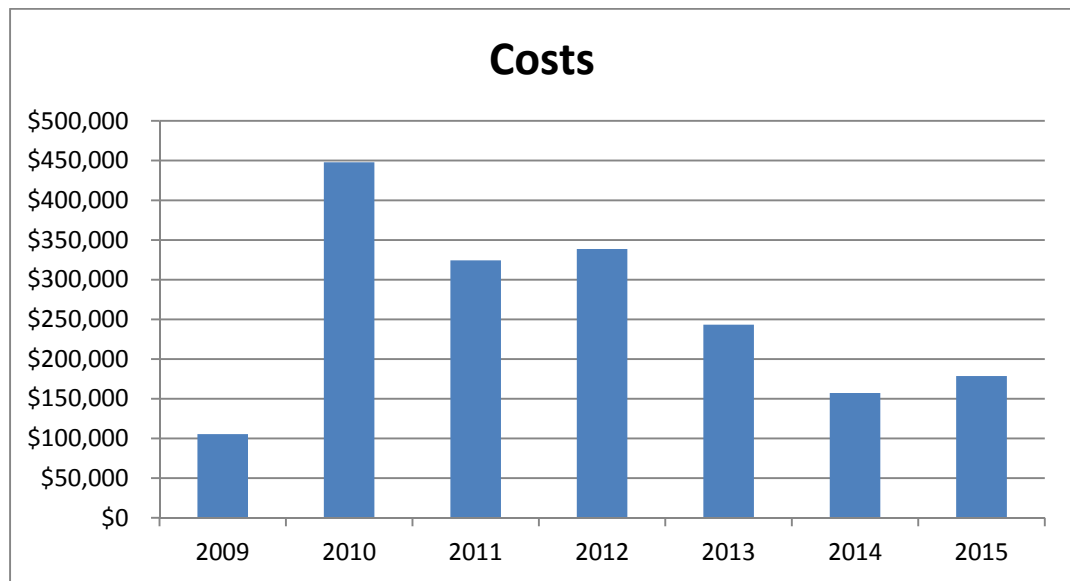
The number of exposures has remained fairly consistent over the last three years. The previous year’s aggressive actions to reduce exposures, especially those asbestos-related, has shown its impact, although in 2015 one structure fire resulted in 14 report-only (no treatment) exposure reports.

Injuries and Exposures



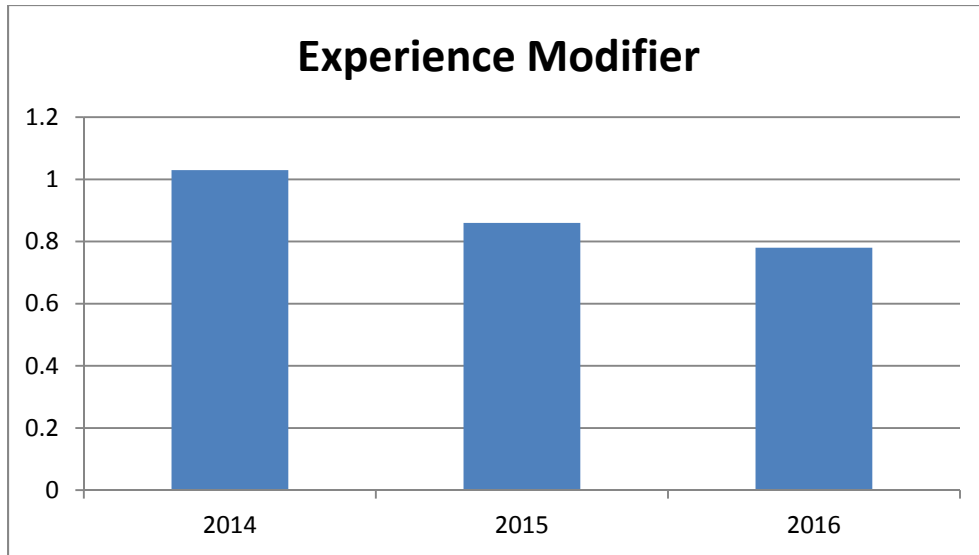
Costs

The chart below illustrates the cost paid by PFA's workers' compensation insurance carrier. PFA has had a continual reduction from 2012 through 2014 with a slight increase in 2015.



Experience Modifier

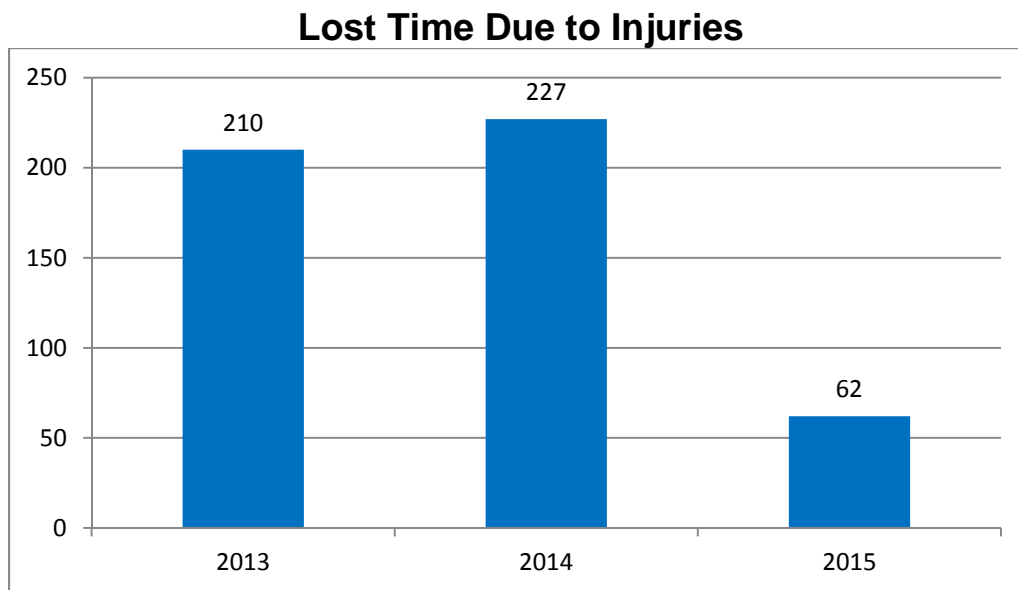
The experience modifier is the adjustment of annual premium on worker's compensation insurance based on previous loss experience. Three years of loss experience are used to determine the experience modifier for the coming year. In 2016 another reduction will be seen with the modifier at .78



Lost Time and Modified Duty

Another cost to PFA, due to injuries, is in time lost until an employee is returned to full duties. Personnel can be placed on modified duty for injuries when the employee cannot work their normal duties without restrictions. Injury leave is used when an employee has not been released for modified duty, which is usually immediately after an injury or surgery until they have been cleared to a modified duty status. Lost time is shown as how many 24 hour shifts of work a firefighter was away from normal duties until return.

In 2015 PFA had twelve personnel on modified duty resulting in 62 shifts of lost time. By comparison, in 2014, eight personnel accounted for a total of 227 shifts of lost time. Tracking of lost time in this manner started in 2013.

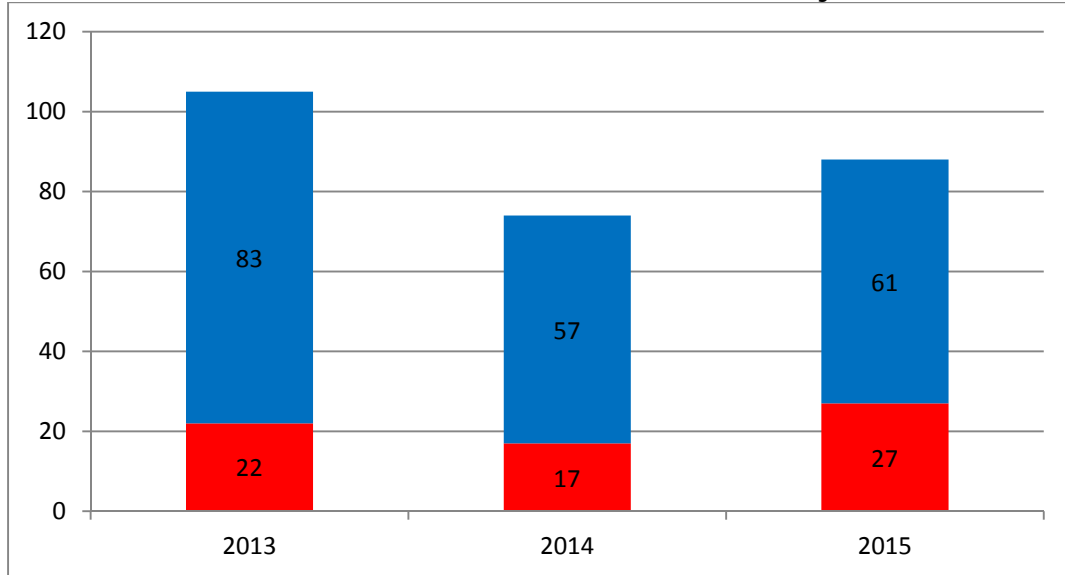


Work-related modified duty plus Injury leave hours- shown as shift days missed

Severity of Injury

In 2013 PFA started tracking severity of injuries using the OSHA recordable standard, which tracks injuries with treatment received beyond first aid.

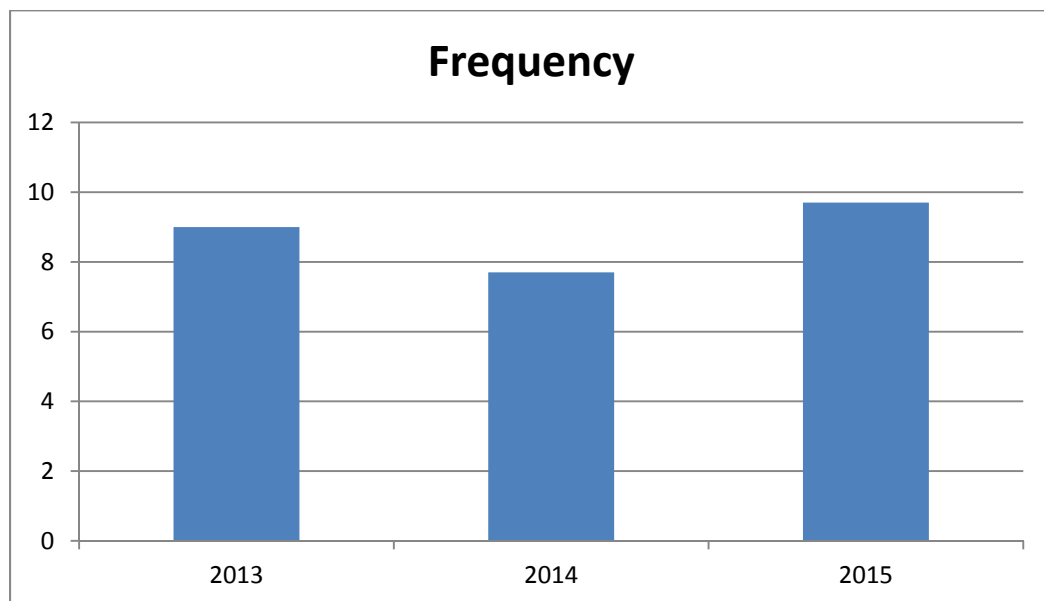
OSHA Recordable & Unrecordable Injuries



Red is OSHA recordable

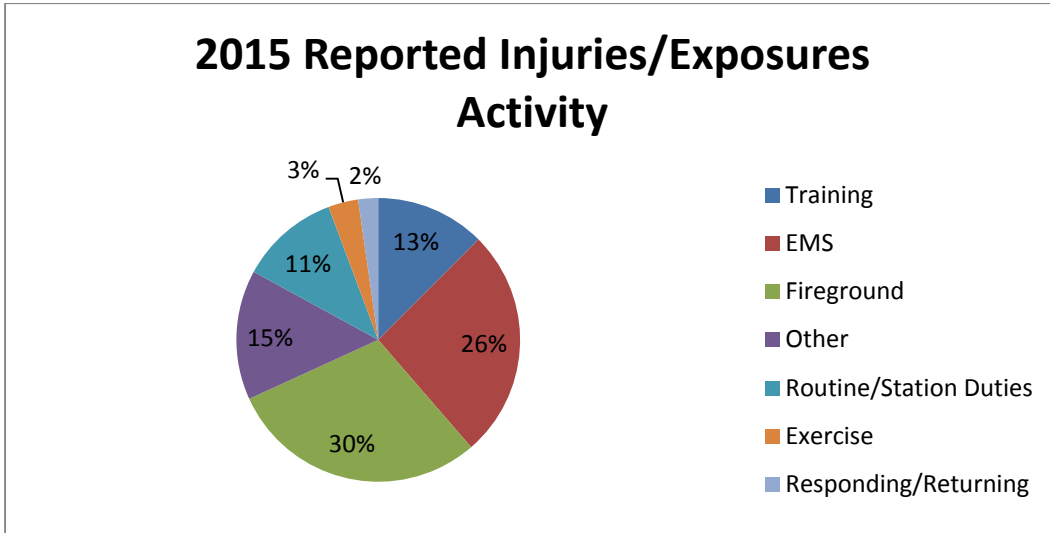
Frequency

Frequency is shown using OSHA's Recordable Accident Frequency. This is calculated using the formula (# injuries x 200,000/number of hours worked). Lower frequency numbers indicate better results. This formula allows for a national comparison, which is 12.1 for the fire service. Frequency tracking started in 2013.



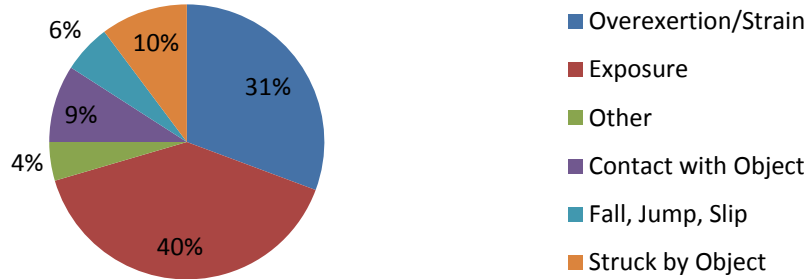
Activity at Time of Injury and Injury Type

The charts below 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 2015 a dramatic reduction in these injuries is 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 PFA’s work environments and staff is proud of personnel for their efforts in keeping this injury rate low in such conditions.



Activity at Time of Injury	2015	Five Year Average
EMS	23	18
Fireground	26	19
Training	11	17
Exercise	3	8
Routine/Station Duties	10	11
Responding/Returning	2	2
Other	13	9

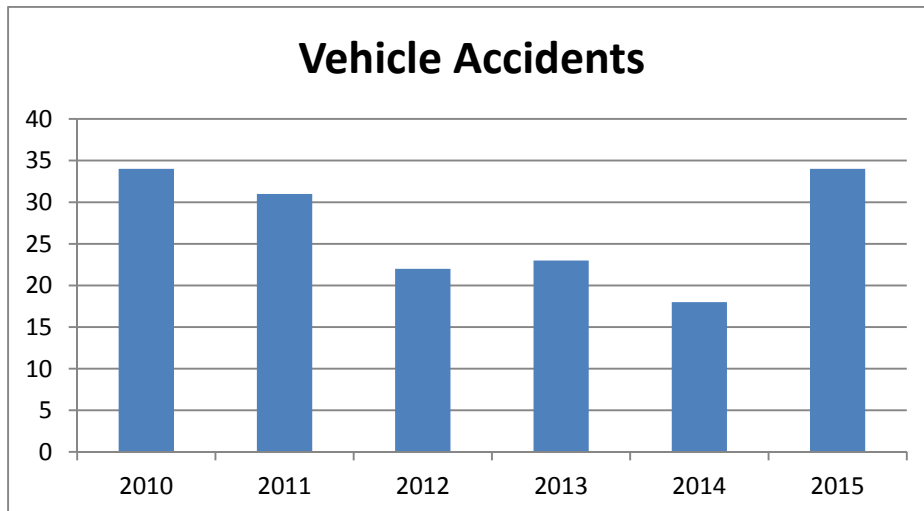
2015 Reported Injuries/Exposures by Injury Type

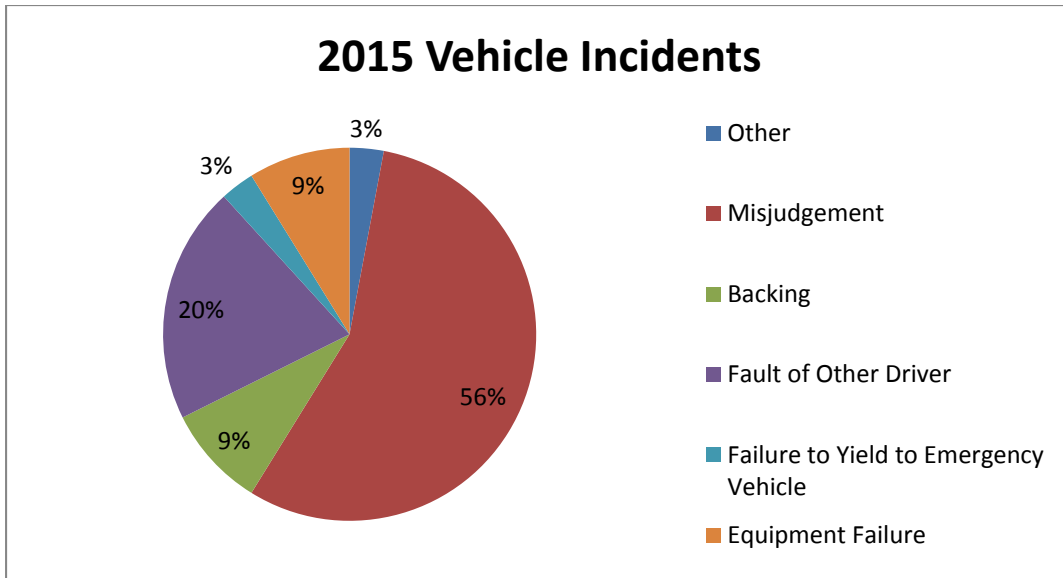


Injury Type	2015	Five Year Average
Overexertion/Strain	26	26
Exposure	35	23
Contact with Object	4	7
Struck by Object	8	6
Fall, Jump, Slip	5	10
Other	9	10

Vehicle Accidents

There were 34 vehicle incidents in 2015, none of which incurred injuries, compared to 18 in 2014. The majority of the incidents were minor in nature, although even minor incidents can 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. Eighteen of these reports were posted on PFA's Intranet site this year.





Vehicle Incident Cause	2015	Five Year Average
Misjudgement	19	13
Backing	3	4
Fault of Other Driver	7	4
Failure to Yield to Emergency Vehicle	1	.4
Equipment Failure	3	1
Other	1	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) and Geographical Information System (GIS) teams strive to provide efficient, reliable and cost-effective methods of providing and implementing well researched, tested and predictable technologies. Listed below is a synopsis of major projects the IT and GIS teams accomplished in 2015.

With the release of the Windows 10 operating system, the IT team researched its compatibility with both software and hardware already present and being used in the Authority. Additional research and testing was done on new Windows Surface Book and Surface Pro devices to understand how they would meet the needs of PFA users. In certain situations, this new operating system and related hardware is already in production with the hope of expanding adoption to 2016.

To increase IT training for the entire Authority for a variety of technology, electronic and hands-on training sessions were increased. Online spam/phishing tests were begun to help users learn the current social media and phishing attempts that villains use to compromise innocent users. To accompany this training, a firefighter on each shift was identified and trained to be an IT representative to help assist with IT requests for times when the IT employees are unavailable to assist.

Two SWOT analysis sessions were conducted in an effort to explore and improve IT services and focus on what customers (both internal and external) need from IT.

IT security was improved, which included implementing items such as stronger password guidelines, retention, and lock out periods for user/computer accounts to reduce PFA's attack surface.

Redundant servers and storage were added to improve infrastructure reliability to help further reach the IT team ultimate goal of having 24/7 IT service availability.

To ease collaboration and resource booking among PFA and community members, a new SharePoint server was added and configured with a central calendar and extended room/resource booking through Exchange/Outlook. Along with these additions, the new Intranet site was expanded. A key addition was adding a how-to section and further documentation to assist employees by having access to a self-help system for answering common IT questions.

In an effort to improve the performance and functionality of PFA's records management system (RMS), its operating system was upgraded and additional hardware resources were added to this virtual server.

With the assistance the City of Fort Collins IT Department, the wired computer network and its configuration was upgraded at all PFA facilities (primarily Cisco switches).

The Spiceworks helpdesk system was implemented to streamline IT support requests. This system has been instrumental in keeping the IT team members aware of a variety of requests, while at the same time keeping the end users informed about the status of their requests, all in a simple and easy to use web-based system.

The two legacy public accessible websites were decommissioned, and PFA now has a single, fully functional website serving the entire Authority's needs.

Both PFA IT and GIS employees assisted with the accreditation process, which PFA was awarded in 2015. Specifically, GIS Specialist Jim Montague worked with Captain (now Battalion Chief) Holger Durre to develop a software program to produce Standards of Cover documentation by utilizing RMS data. Great work was performed by everyone in the IT/GIS teams to accomplish this goal!

The IT team addressed PFA's disaster recovery needs by upgrading the Veeam disaster recovery software and adding a secondary site and data recovery server.

A new anti-virus/anti-malware solution called Webroot that protects PFA servers, workstations, and mobile devices was implemented in 2015 and continues to be expanded upon to protect users and their data.

At the end of 2014, PFA identified the need to replace PFA's aging audio conferencing bridge and video conferencing system. One of the IT goals for 2015 was to implement a combined video and audio conferencing system. The IT team wanted a system that would provide internal and external customers/users a friendly interface that could be used inside and outside of PFA's network. Two-way interactions from all sites were necessary. The ability to interact and join meetings from a variety of audio/smartphone devices was also necessary. A combined and interactive communications system that is delivered by video and/or audio to everyone that needed it was the goal. During the implementation some of the existing infrastructure, such as the multi-point unit (Cisco TelePresence MCU 4210) and conferencing recording (Codian VCR 2210) devices were used. Network connections to all these video conferencing devices, both new and old, at various locations are made possible by a high speed data network connecting all PFA facilities and fire stations. A system was implemented that was twice the former capacity and of a higher quality, both audibly and visually. Again, increasing the capacity and combining the video/audio solutions was the goal for this project, which correlates with IT's primary goal of providing world class electronic devices and services for Authority personnel and customers. A revamped video/audio collaboration solution that provides easy access, is adaptable to current and changing technology, provides for recorded content management capability, and is used as a reliable public communications tool was the result.

The GIS program brought Holly Russon on board as a paid intern to help with map book updates and other mapping projects. She made significant contributions during her three months tenure.

The GIS program also brought on Judy Stachurski in a temporary 40-hour position in 2015 to help with map book updates, map printing and electronic map projects. Judy has done a great job on these and other GIS projects. Judy will assume the Mapping Manager program to replace Captain Mark Fowler in this position.

The mobile inspection system (MIP) was further developed and two new versions of the MIP were installed throughout the year. These versions added additional functionality to the program. CSS inspectors completed 3,179 inspections in 2015 using the MIP.

The EMS Compliance Program began in 2015 and the GIS Specialist, Jim Montague, was instrumental in getting this program off to a great start. Jim



worked with Chief Gress and Bill Salmon to prepare the EMS Request for Proposal and to develop a software program to monitor EMS contract compliance utilizing CAD data.

COMMUNITY SAFETY AND SERVICE

Division Chief Bob Poncelow

The Community Safety and Service Division (CSSD) conducted over 3,000 general fire and life safety inspections in 2015 and an additional 1,900+ fire suppression system inspections. These inspections were in commercial buildings across the jurisdiction, ranging from health care facilities to manufacturing, multi-family and assembly uses. The inspections identified many fire hazards in the community and over 90% of the hazards were corrected by the end of the year. CSSD has had a goal to inspect every commercial building within three years with a completion of December 31, 2015. This goal has not yet been achieved; however, it is very close to completion and moving forward it is anticipated the three year schedule will be achievable as buildings are brought up to code.

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. CSSD did experience turnover as several inspectors moved on and Assistant Fire Marshal McGaffin (Inspection Services) returned to the Operations Division as the Captain at Station 8. Captain Jaques has assumed the Assistant Fire Marshal (Inspection Services) role and has continued the programs, while working to improve the service level, in particular exploring ways to better utilize the shift Fire Inspection Coordinators.

The unprecedented growth within the PFA jurisdiction experienced in 2014, continued into 2015, with a second record year of new construction projects submitted for review and eventual construction. These projects included several large multi-family housing projects, significant expansions at Avago and both PVH campuses and many projects as part of the Foothills Mall redevelopment. Additionally, extensive work has been undertaken on the Colorado State University campus, and while not all the projects have been completely reviewed or submitted for permit, PFA staff has been heavily involved in pre-construction reviews and planning for close to \$700,000,000 in construction projects on campus over the next two years. Existing staff has been reassigned to address some of the workload imbalances and additional staff will be added in 2016 to maintain current levels of service.

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.

Captain Love also returned to Operations in 2015 and has assumed the Safety

Officer position. With a full-time educator added in 2014, this transition has been much easier than in the past when the Public Affairs and Public Educator transitioned. The Public Affairs position has been redefined to include expanded responsibilities including social media, marketing and internal and external communications in addition to the historic role as the Public Information Officer. This position will be redefined in 2016 as a non-sworn position with a background and experience in these fields.

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. In 2015 this was 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 previously, and six on-line employees assisted 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 levels. Education is conducted through programs such as Safety House in Schools; seventh grade health classes; fire station tours; fire extinguisher training; child car seat training and installation; 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 year's old and older adults, including those living in independent and assisted living facilities.

None of these 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 is also the Authority spokesperson. This position is responsible for any communication with the media. This is accomplished through writing press releases, press interviews, social media activities and production of video and

photo projects. Through many avenues the officer creates and maintains positive working 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 when needed. As history and experience have proven, this works especially well when there are major emergencies in the community.

Service Requests

In 2015 PFA fulfilled 552 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 community outreach and educational programs.

Following is a list of all types of events including the number of customer contacts within 2015.

Service Requests by <u>TYPE</u>	2011	2012	2013	2014	2015	% Change From Previous Year
Station tour	75	102	99	92	95	3.26%
Extinguisher class	44	27	28	24	16	-33.33%
Safety talk	103	212	116	118	102	-13.56%
Fire drill	21	22	21	15	13	-13.33%
Home Safety Surveys	6	13	9	11	4	-63.64%
Neighborhood event	33	29	35	23	31	34.78%
Safety/Science fair	12	6	7	16	3	-81.25%
Apparatus tour	88	159	114	124	118	-4.84%
Smoke Alarm battery help	31	25	28	36	39	8.33%
Career day/career talks	8	7	5	1	1	0.00%
Fire Safety House	26	25	34	32	34	6.25%
Strap & Snap	5	4	6	6	0	-100.00%
Other	81	44	35	74	96	29.73%
Total	533	675	537	572	552	-3.50%
* 2013 Tuesday training implemented = loss of 53 days for public education events						

Service Requests by <u>AGE RANGE</u>	2011	2012	2013	2014	2015	% Change From Previous Year
Pre-School (3-5)	2164	2363	1676	1898	2565	35.14%
Elementary (5-12)	3154	4251	3964	5125	5761	12.41%
Jr/Sr High (12-18)	1483	494	860	1168	957	-18.07%
Adult (18-60)	4409	4249	4761	5713	8187	43.30%
Sr Citizen (60+)	936	956	1119	1590	1135	-28.62%
Total	12,146	12,313	12,380	15,494	18,605	20.08%

Service Requests by STATION	2011	2012	2013	2014	2015	% Change From Previous Year
Station 1	34	42	32	44	46	4.55%
Station 2	30	19	15	15	23	53.33%
Station 3	43	35	16	24	25	4.17%
Station 4	30	31	29	36	28	-22.22%
Station 5	19	35	35	39	45	15.38%
Station 6	16	8	12	18	17	-5.55%
Station 7	4	8	10	4	10	150.00%
Station 10	18	24	24	21	18	-14.29%
Station 12	16	12	9	18	9	-50.00%
Station 14	25	23	20	22	33	50.00%
Other	51	49	58	98	98	0.00%
Total	286	286	260	339	352	3.83%

RIDE-ALONGS	2011	2012	2013	2014	2015	% Change From Previous Year
Citizen Ride-Alongs	28	36	143	53	59	11.32%

Child Passenger Safety

PFA firefighters participate in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. During 2015 PFA Firefighter Car Seat Technicians installed or checked the installation of 336 seats. This free program is administered by the administrative assistant who schedules crews while they are on-duty at fire stations. The format allows for the most flexibility for customers related to appointment locations and time. This program is a very valuable investment in the lives of young, at-risk customers.

						% Change From Previous Year
<u>Car Seat Checks</u>	2011	2012	2013	2014	2015	
Station 1	42	18	12	25	28	12.00%
Station 2	46	41	58	37	21	-43.24%
Station 3	49	42	41	31	24	-22.58%
Station 4	46	61	32	44	49	11.36%
Station 5	65	47	83	74	59	-20.27%
Station 6	23	44	22	17	24	41.18%
Station 7	1	3	5	8	5	-37.50%
Station 10	26	32	49	37	35	-5.41%
Station 12	9	22	24	33	30	-9.09%
Station 14	24	43	19	33	19	-42.42%
Check Points				8	0	-100.00%
Other	10	29	16	19	42	121.05%
Total	341	382	361	366	336	-8.20%

Youth Fire Awareness/Juvenile Fire Setter Intervention Program

Over 50 percent of arson arrests in the United States are juveniles. The goals of this program are to reduce juvenile involvement in fire setting and arson, and to assist children who have engaged in fire setting behavior. Children and juveniles become involved in this program in one of four ways: referred by their parents/guardians; contacted by PFA personnel at a fire incident; required to participate through juvenile diversion at the District Attorney's office; receive an educational class at their school.

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

						% Change From Previous Year
<u>Juvenile Fire Setter Contacts</u>	2011	2012	2013	2014	2015	
Referred Interventions	4	5	13	10	3	-70.00%

Accomplishments & Goals

In order to achieve the strategic goals of 'Reduce the frequency and severity of emergency incidents' and 'Be an accountable, values-driven workforce that cares for the community and each other,' examples are provided with measurements for achieving these goals.

- A grant from Firehouse Subs was awarded for an electronic fire extinguisher training system. The system replaces the outdated model of live fire and real extinguishers. This method releases hydrocarbons and

dry chemical powder into the environment. The new system is all electric and will allow PFA to better reflect customers' environmental concerns while at the same time receive quality training.

- Identify and contact additional audiences and groups with whom to work. Even though over 18,000 customers were reached for education during 2015 in a non-emergency setting, a goal is to make contact with a minimum of ten percent (19,000) of PFA customers by the end of 2016.
- A program appraisal metric was developed 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.
- Plan, fund and implement two new smoke alarm and carbon monoxide alarm programs by end of fourth quarter 2015. COMPLETED.
- A new Fire Station Tour guideline has been developed and will be presented to on-line crews by the end of third quarter 2015. Updated messaging and videos will be in stations by end of second quarter 2015. COMPLETED.
- Reduce preventable injuries by 2%.
- Increase Social Media use by 5% in 2015. COMPLETED-Increased by 20%.

Notable New & Continuing Programs

Fire Ops 101- This program is a collaborative effort between two local groups and the PFA; The City of Fort Collins CityWorks and Leadership Fort Collins. The program showcases PFA in order to articulate 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 a crew will be assigned to install them within a residence. 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 alarm 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) successfully completed numerous achievements in 2015. Although the focus will always be Prevention, Preparedness, Mitigation, Response and Recovery from natural, technological and man-made hazards that are a threat to the community of Fort Collins, the areas of prevention, preparedness and mitigation are emphasized as a means to reduce the need for response and recovery. 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 response and recovery efforts from local hazards. Significant upgrades were made to the City of Fort Collins Emergency Operation Center in order to maintain compliance with nationally recognized standards and complete action items from various after action reviews.

Additionally, work continues towards maintaining compliance of Federal and State mandates, which include but are not limited to the National Incident Management System, National Frameworks, National Preparedness Goals/Scenarios, National Infrastructure Protection Plan, and Presidential Directives. This includes training on the Incident Command System, review of Emergency Operation Plans and Operational Guidelines, update of the Hazard Mitigation Plan, development of a community resiliency program, along with providing exercises to evaluate the City's ability to perform. Compliance with many of these standards is mandated for funding among many federal agencies.

OEM was able to proceed with several capital improvements due to positive results of the budgeting for outcome process and grant awards. However, the need still exists for additional full-time employees to keep up with demands in this program area. This office continues to assist Colorado State University (CSU) with an intern program, special dignitaries, sporting events and other programs although the time commitment has increased significantly. A major program that OEM became involved with in late 2015 (National Resiliency Program for Local Communities) will continue through the next several years.

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 2015 included review of the emergency operation plan, continuity of operations plan, vulnerability assessments of the target or critical infrastructure and development of specific emergency plans for City of Fort Collins government. Additional work on flood management plans and oil/gas operation emergency planning, re-unification plans and climate change impact on disasters also occurred and will continue into 2016. Regional collaboration and cooperation is underway to move more towards a regional approach regarding many of these items.

PREPAREDNESS

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. OEM is also active with the Local Emergency Planning Committee which focuses on hazardous materials within the community.

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

In coordination with the Storm Water Department, an annual major functional exercise was developed and held in the spring in preparation for possible flooding of the Poudre River. Lessons learned from this and other exercises are put into action items for future improvements.

One major activity still in development is a project to address climate change and its impact on disasters. We have seen many rewards from participation in this program. That includes major grants to the area and recognition that Fort Collins is a leader in climate change issues. As a result of that effort, the Department of Homeland Security Infrastructure Protection, Colorado State University, Idaho National Laboratory and the National Institute of Standards and Technology has asked for OEM's participation in a pilot program to assist them in development of a community resiliency program, which will be utilized as a national model. Work will continue on this program through the next several years.

MITIGATION

A public education program with focus on disaster preparedness/survival continued in 2015 with additional deliveries of several programs. These programs will continue into 2015 and have ongoing maintenance and improvements. The 2016 Disaster Preparedness calendar was completed and distributed. The top hazards in the community continue to be the focus of major mitigation efforts. Most mitigation efforts focused on issues related to the "High Park Fire" and the "Flood of 2013". Capital improvements occurred in 2015, however, training and exercises is the main mitigation focus in the areas of

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 continues to be very successful in acquiring funding through these grants.

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. OEM also has been an active participant in the I-25 Traffic Incident Management Program coordinated by the State of Colorado.

Winter snow storms again did not impact the City in 2015 as much as they have in previous years. Planning Development and Transportation personnel and OEM continue to work together to be prepared for winter storms 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.

RECOVERY

Within the Office of Emergency Management activity was continued in 2015 especially in the area of flash flooding and water quality which is a direct result of the fires and floods in previous years. Several major recovery projects will be concluded in 2016. Additional training in recovery operations was identified after the 2013 flood. Several training opportunities were offered in 2015 in this category.

OTHER

Within the overall program the core concepts are evaluated and integrated as required within the "PFA Accreditation Program" as related to Domestic Preparedness. OEM also continues to work with the City of Fort Collins in improving capabilities as related to the City accreditation program. 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 and the City of Fort Collins 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 all preparedness planning and response activities.
5. Ensuring interoperable communication systems are in place and exercised.

6. Establishing a process to record information and provide after action reviews for incidents and exercises while developing action items for improvement.
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 as necessary.

INSPECTION SERVICES

Assistant Fire Marshal, Michal Jaques

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

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

INSPECTION SERVICES ACTIVITY

The following information represents an overview of inspection activity:

Total businesses and multifamily residences on record	6,674
Total sprinkled businesses	2,182
Total multifamily residential homes	361
Total sprinkler inspections completed	1,975
Total general inspections completed in non-sprinkled businesses	3,178
Total businesses written for violations	1,781
Percent of violations brought up to code	95%

INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2014	2015	% of Change
Total Businesses on Record	6,151	6,526	6.09%
Inspections Conducted	4,586	5,156	12.43%
Total Businesses written for violations	500	1,781	256.2%

The High Plains program is continuing to collect inspection information, and now has three years of data available. Inspection Services continues to make use of this program to remain paperless; working strictly with computer and online data collection and distribution to both business owners and to PFA. The increased amount of data that is now available in High Plains has allowed Inspection Services to more accurately report the number of inspections and violations. The increase in school and R-occupancies being reported for inspections includes 365 of the 1,781 occupancies that had written violations in 2015. PFA saw a 12.1% increase in the number of non-sprinkled businesses that were inspected in 2015.

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 2015, 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. Due to CSS transferring Knox Box lock-ups from the Fire Inspection Coordinators (FIC) to the inspector in charge of each building during 2014, these lockups are no longer counted as separate inspections. Tent permits are issued, particularly at special events, to ensure public safety. In 2015, PFA issued 109 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 thereby 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 2015, the six FICs conducted 248 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. In 2015 PFA reviewed 210 special events. These events require permits that must be reviewed and approved by PFA. These events are reviewed and requirements are set through Inspection Services. 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 2015 include New West Fest, Tour De Fat, The Beer Festival, ProCycle Challenge and the Horsetooth Half 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 and one fire protection technician 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 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 the occupancy classification. The process of extracting THC from marijuana has proven 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. A single inspector, as well as the Assistant Fire Marshal of Inspection Services work together to manage this program based on the complexity of these occupancies. Within Poudre Fire Authority's jurisdiction there are 19 marijuana cultivation operations that include medical, caregiver and retail and ten mercantile operations that include recreational and medical sales. There are two permitted MIP extractions currently in operation.

Poudre School District (PSD) Industrial Program – During 2015, the CSS Division completed the fourteenth year of the PSD Industrial Inspection Program. The personnel assigned to this partnership program conducted 95 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 2015, nine 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 2015, 541 R-occupancy inspections were completed. A large portion of these complexes are non-sprinkled buildings. CSS has used these facilities as an educational opportunity and enlists 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 CSS.

NOTABLES

On August 25th, 2015 Engine 3 responded to a fire at 2721 S. College Avenue, Suite 5B. The business owner was able to use a fire extinguisher to control the fire prior to arrival of Engine 3. This business had been inspected by PFA CSS inspectors on January 27th, 2015 and through this inspection the business owner was required to bring the fire extinguisher into compliance. It is never known when or where a fire may take place, but it brings satisfaction of a job well done when the community stays safe and business doors remain open due to the direct efforts of Fire Prevention personnel.

Another fire occurred on August 25th, 2015 at 225 N. Sherwood Street. This is a two-story, 18 unit apartment complex with a garden level. The fire was a grease fire in the kitchen in a middle unit on the top floor. The fire had spread to the cabinets above the stove and charred the ceiling. The 24-year old female occupant was able to run out onto the exterior walkway and retrieve a fire extinguisher that was located in an extinguisher cabinet in the hall. She used the extinguisher to put the fire out prior to Engine 2 arriving on scene. This complex was inspected by PFA CSS inspectors on May 29th of 2015. The extinguishers were found to be out of compliance and a violation was written. The extinguishers were all serviced in May of 2015. This is a non-sprinkled complex that is a common footprint of many apartments in old town. Past fires in similar buildings have been difficult to extinguish due to the fire spreading to the common attic area. This stop by the occupant saved the structure and possibly lives that might have been at risk. It was the work of the PFA CSS inspectors that made this a viable option for the occupant.



FIRE INVESTIGATIONS/PREVENTION SUPPORT

Assistant Fire Marshal, Shawn M. Brann - CFI

In 2015, the Poudre Fire Authority responded to 349 fire calls compared to 327 fire calls the previous year, an increase of 16%. 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 2015, 126 fires or 37% required the response of a Fire Investigator to determine the origin and cause of the fire.

Fire Cause Summary		
<i>Cause</i>	<i>Number</i>	<i>%</i>
ACCIDENTAL	82	65%
ARSON	21	17%
NATURAL	3	2%
UNDETERMINED	20	16%
Total	126	100.0%

Partnerships continued with local, State, and Federal law enforcement agencies in 2015. 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 15 fires during the year.

Law Enforcement Assistance to PFA Investigators			
<i>Agency</i>	<i>Number</i>	<i>% of Law</i>	<i>% of Total Fires</i>
ATF	2	13%	2%
CBI	0	0%	0%
CSUPD	0	0%	0%
FCPS	10	67%	8%
LCSO	3	20%	2%
Total	15	100.0%	

Through the hard work of Fire Investigators and the relationships with local law enforcement agencies, 10 individuals were arrested for arson in 2015 representing 7 incidents, compared to 3 arrests in 2014. This reflects an Arson clearance rate of 33% which is well above the national average of 17%. Arson will always be a very difficult crime to prosecute due to its covert nature and the fact that much of the evidence is destroyed in the fire. Continued collaboration with law enforcement agencies has had a positive impact in 2015.

Case Disposition		
<i>Type</i>	<i>Number</i>	<i>%</i>
Arrests Made	7	6%
Cases Closed	115	91%
Cases Not Closed	4*	3%
Total Cases	126	100%

**Pending cases awaiting further information for final disposition*

The total number of incendiary fires as well as incendiary fires in structures decreased slightly in 2015. Some of the criminal motives encountered in 2015 include spite/vengeance, vandalism, fraud, and crime concealment. The total fire loss for 2015 was \$2,776,838. This reflects a 40% increase from 2014. Even though the total dollar loss increased in 2015, the dollar loss from deliberately set fires decreased 44% from the previous year.

Type	2014	2015	% of CHANGE from 2014 to 2015
Total Fires	327	349	6.73%
Total Incendiary	22	21	-4.5%
Structure/Incendiary	6	4	-33.3%
All Other Incendiary	16	17	6.3%
% Total Incendiary	7%	7%	
Total Dollar Loss	\$1,979,413	\$2,776,838	40.3%
Total Dollar Loss Incendiary	\$296,801	\$167,146	-43.7%
% Total Dollar Loss Incendiary	15%	6%	

FIRE PROTECTION SYSTEMS

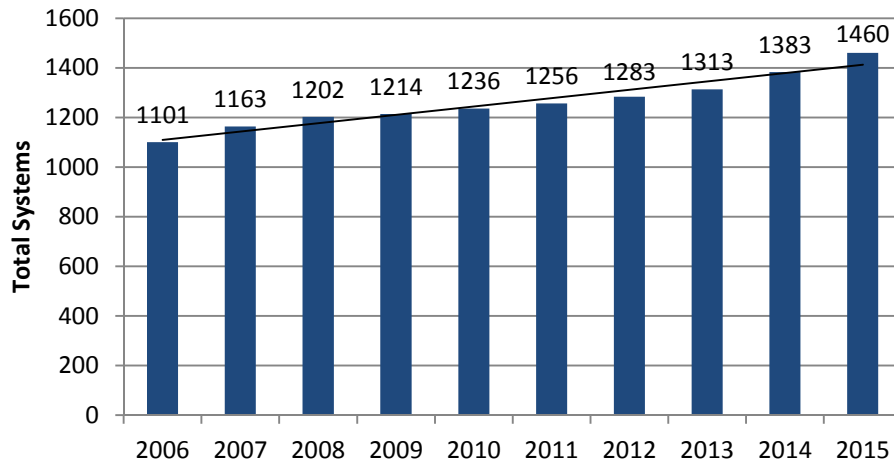
Assistant Fire Marshal Joe Jaramillo

FIRE PROTECTION SYSTEMS IN THE COMMUNITY

This program is charged with ensuring that the fire protection systems installed in commercial and multi-family residential occupancies in PFA's community are reliable and function. Due to the technical nature of these 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 77 new systems. This change increased the number of buildings protected by fire sprinklers from 1,383 to 1,460.

Total Fire Sprinkler Systems



FIRE PROTECTION SYSTEMS OVERVIEW

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

Activity	2014	2015	% of Change 2014/2015
Total Fire Sprinkler Systems	1,383	1,460	+5.57
New Sprinkler System Installations	70	77	+10
Sprinkler System Upgrades	235	228	-2.97
Residential Fire Sprinkler Systems Reviewed	17	7	-58
New Fire Alarm Installations	144	141	-2.0
Spray Booths Installed	1	6	+500
Fire System Permits/Plan Reviews	467	459	-1.72

TECHNICAL SERVICES

Assistant Fire Marshal, Ron Gonzales
Fire Protection Technician, Jim Lynxwiler
Fire Inspector I, Garnet England
Fire Inspector II, Roger Smith
Fire Safety Inspector/Plan Reviewer, Kerry Koppes

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. Staff has been fortunate to process several large projects and help establish new businesses. Staff has also been added to keep up with the pace of conceptual reviews and building plan review submittals.

ACTIVITIES & ACCOMPLISHMENTS

Development Reviews

In 2015, 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. Development for medical technology was very successful during 2015 as new projects for the rebuilding of the "A" wing at the main campus of Poudre Valley Hospital, along with a new Emergency Care Facility located on the south side of the City were developed. Also, Salud moved into the old Forney Building to remodel it into a home-health clinic, and the remodeled Foothills Mall continues to add new tenants.

Year	Development Reviews	% of Change
2015	399	7%
2014	375	

New proposals for privately owned, multi-family dwellings aimed at the college student market have continued in 2015. Also, projects involving living quarters from previous years that are enjoying continued growth are Kechter Farms, Jessup Farm, and Morningside. Woodward Governor continues to make progress towards achieving their Certificate of Occupancy, as does the Fort Collins LDS Temple.

Building Plans Reviewed

Review Types	2014	2015	% of Change
New Building	125	103	-18%
Tenant Finish	258	272	5.5%
Amplified Communication Systems	24	14	-42%
Fuel Tank Removals/Installs	22	13	-41%

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 also 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.

A great working partnership continues to be maintained with the continued enhancements on the CSU campus. Reviews for the new Stadium, Chemistry and Biology Buildings, and a new Medical Services Building allow for a continued and strengthened partnership.

2015 Statistical Analysis

2015 PERFORMANCE COMPARISONS

The 2015 Strategic Plan was approved by the PFA Board in March 2015, and sets long-term direction for the Authority; the goals of this Strategic Plan are to focus on the next three to five years; align the Strategic Plan with the Accreditation process; and reflect current organizational needs. The Authority's goals and targeted outcomes are well aligned with the PFA Annual Budget and Accreditation process to measure the performance of fire protection and emergency service delivery at a macro level.

The benchmark survey is a means of comparing PFA's performance against other jurisdictions to assess how well the Authority is performing. The target outcomes are displayed in graphs providing actual values and a 5-year history for PFA and national data when available (2015 national data will become available between September and November, 2016). Benchmarking surveys are still being conducted using methodologies in place prior to the new performance measurement efforts described above. In 2016, staff will be evaluating the benchmark survey and making changes as necessary to align long-term direction. 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 target outcomes are organized into four areas related directly to the Goals outlined in the 2015 Strategic Plan. This provides a picture of how PFA is doing in relation to the outcomes and whether performance is improving in relation to goals.

Goal 1

“Reduce the frequency and severity of emergency incidents.”

Target Outcome 1A – Achieve compliance with published Standards of Cover (SOC) document

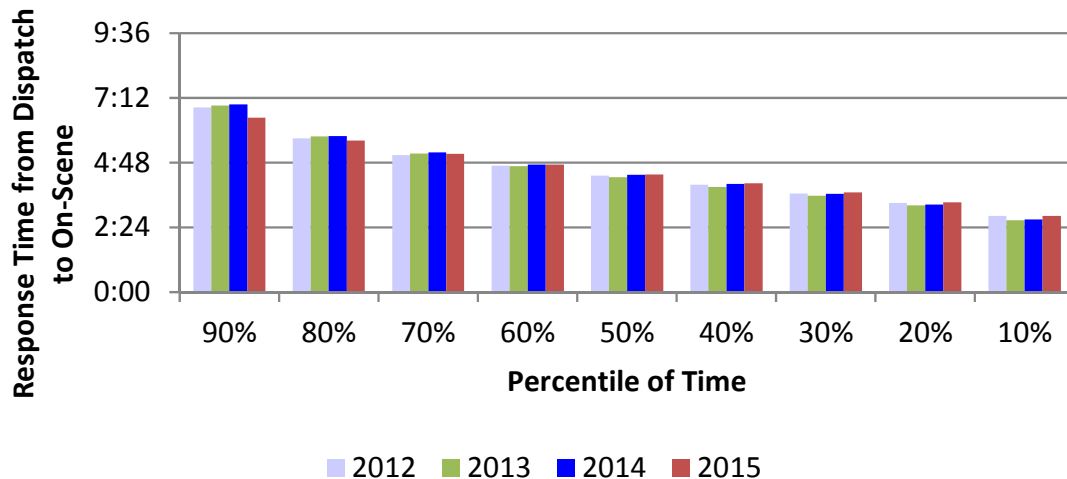
This is an ongoing, continuous improvement effort aimed at ensuring the PFA is continuously positioning resources and evaluating processes with the ultimate goal of placing the appropriate resources on scene in the shortest amount of time within current system constraints. The Risk Assessment and Standards of Cover can be viewed at: <http://www.poudre-fire.org/home/showdocument?id=2983>

Target Outcome 1B – Decrease overall response times to emergency requests for service

Through the accreditation process this measure has changed from average response time to percentile response times. In the accreditation model fire departments do not report average response times, but rather the time of arrival on-scene of the first due unit at the 90 percent of the time. This is measured from the time of dispatch to the time of crew arrival for all emergent incidents. Utilizing the 90th percentile is a better measure for driving continuous improvement in response times due to the ability to assess a gap in response performance earlier than utilizing an average.

Improved total response time by nearly one minute to 7 minutes 47 seconds for first arriving unit to emergent incidents in the urban area (from dispatch greeting to PFA arrival greeting) 90% of the time. Through the accreditation process, call-processing times have been reduced by one minute compared to the performance in 2014. In addition, PFA is continuing to use the accreditation process to strive for response times that meet or exceed the PFA's standard of 6:20 in the urban area.

Emergent Percentile Response Times for First-Due Unit

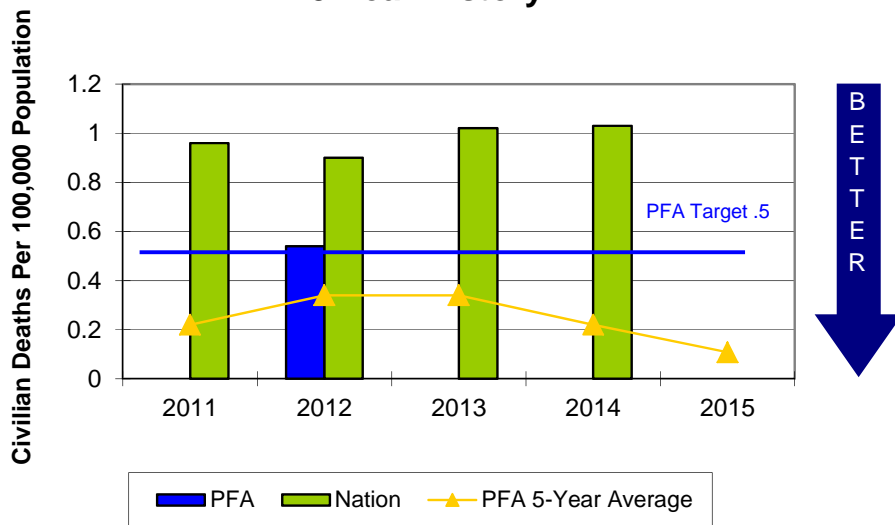


Target Outcome 1C – Increase public awareness and change behaviors related to everyday safety threats

PFA's goal 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 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 residence with a large amount of accumulated materials inside, which hampered rescue activities. This was the last fire death suffered in PFA's jurisdiction.

Outcome

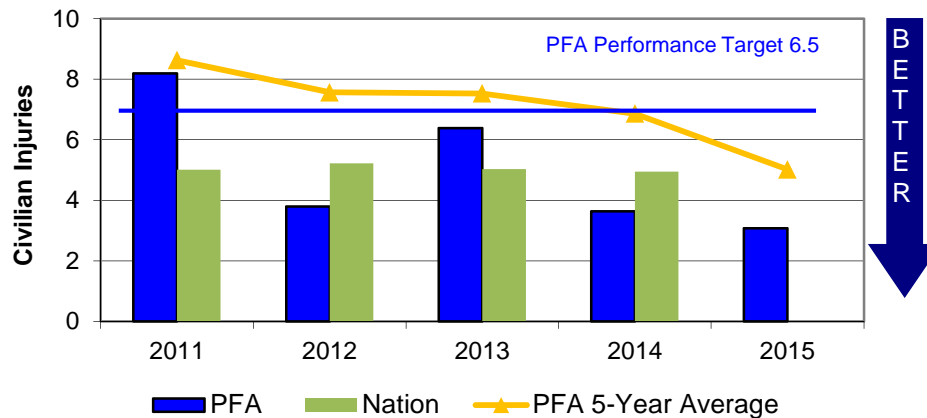
PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History



PFA's goal is to limit civilian fire injuries to a yearly average of 6.5 civilian injuries per 100,000 population. In 2015, the average is 5.02, which is below the goal of 6.5 civilian fire injuries. PFA has met or exceeded the goal three times during the past ten years.

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

Outcome



Another performance measure from the Fire Prevention Bureau is to conduct an annual survey to determine the effectiveness of the fire prevention program and its efforts to reduce risks.

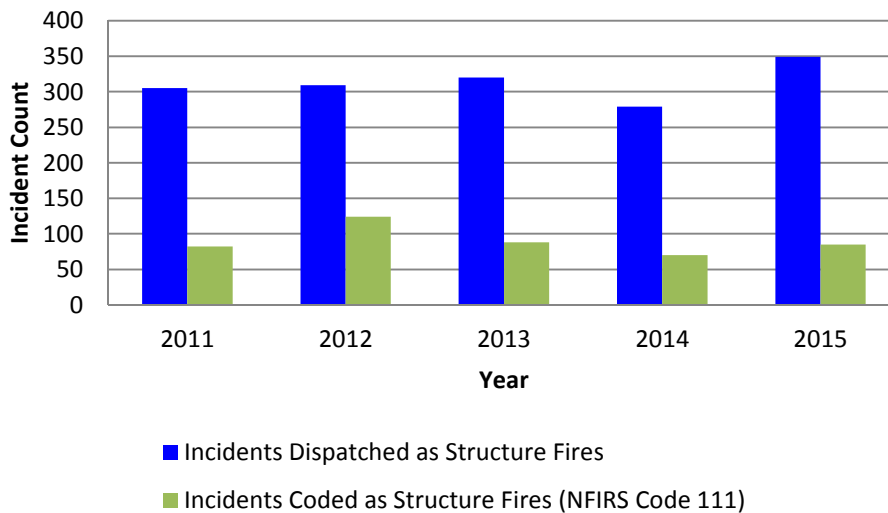
Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Be a values-driven workforce that cares for each other and the community	Core Competency 5B.8: An appraisal is conducted, at least annually, to determine the effectiveness of the fire prevention program and its efforts in risk reduction.	Average % of residents reporting an understanding with fire safety practices	No Survey	New Educator	No Survey	Complete Survey

Target Outcome 1D – Increase the safety of the built environment

Strategic Goal	Primary Self-Assessment Category/ Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Reduce the frequency and severity of emergency incidents	Core Competency 5B.1: The authority having jurisdiction has an adopted fire prevention code.	Most current International Fire Code adopted and implemented with City and County	90%	100%	100%	100%

Responses to structure fire incidents are one of the core services delivered by Poudre Fire Authority. PFA’s risk analysis determined that low-risk fires include any fire other than a structure fire or wildland/grass fire; for example, vehicles, boats, trash, dumpsters, and couches. In addition all fires within close proximity of a building are considered full structure fire responses and dispatched accordingly. The following graph depicts all fires as compared to National Fire Incident Reporting System (NFIRS) structure fires. 2012 includes the impact of structures lost during the High Park fire on the western portion of PFA’s jurisdiction.

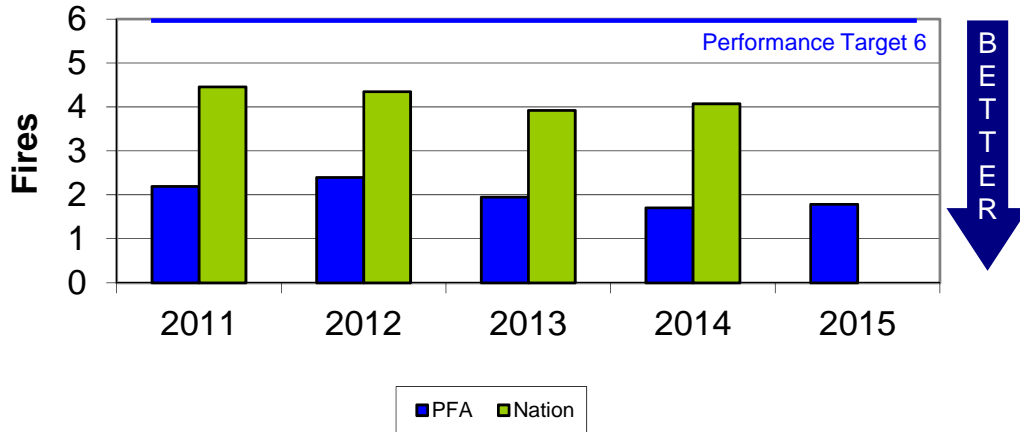
Incidents Dispatched as Structure Fires vs. NFIRS Code as Structure Fire (2011-2015)



PFA's goal is to limit the incidence of fires to 6 per 1,000 population.

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

Outcome



Target Outcome 1E – Increase EMS performance for identified key treatment outcomes

Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Reduce the frequency and severity of emergency incidents	5G.9: The agency's information system allows for documentation and analysis of the EMS program.	% patients treated for respiratory distress that show improvement after treatment by PFA EMS	98%	98%	100%	100%

Initiatives to reduce the frequency and severity of emergency incidents include PulsePoint implementation and EMS contract implementation, which were both 2015 achievements. Outcome data and measurements for both PulsePoint and EMS contract compliance are being developed.

In 2015 PFA entered into a contract with Poudre Valley Health Systems as the sole emergency ambulance provider for the PFA's jurisdiction and surrounding areas in Larimer County. This is the first contract of its kind in PFA's jurisdiction and has resulted in expanded services, increased staffing, as well as a reduction in PFA's Advanced Life Support partner's response times.

PulsePoint is a smartphone app that allows citizens to become lifesavers. This will alert citizens with the phone app to respond and render aid to potential cardiac arrest victims within a quarter mile if in a public area. Additionally, the app allows users to see PFA's responses and even listen in on emergency radio traffic.

Due to PFA's transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

Goal 2

“Promote emergency prevention, preparation, response, mitigation, and recovery across the organization in collaboration with other community efforts.”

Target Outcome 2A – Effectively prepare the community for natural and man-made disasters

Target Outcome 2B – Improve the Authority's ability to respond and recover from uncommon or catastrophic events

Target Outcome 2C – Enhance emergency management capabilities within the Authority

Target Outcome 2D – Partner with the City of Fort Collins to foster a safe community

PFA's goal through the Office of Emergency Management (OEM) is to minimize the adverse effects of natural, technological and human caused incidents through continual upgrading of knowledge, skills, abilities, equipment and multi-agency coordination / communication at the local, county, state and federal levels. Although state assessments have changed, target capabilities are still being addressed.

- PFA and City personnel are trained in various levels of hazardous materials in accordance with Code of Federal Regulation 1910.120 and National Fire Protection Association 472.
- Additional software for chemical identification and hazard pluming has been updated.
- Hazards associated with special events are preplanned.
- Fire, EMS, Fort Collins Police and utility employees are trained in Disaster Management including chemical, biological, radiological, nuclear, and explosives.



- PFA personnel continue cross-training with other area emergency personnel both public and private sector.

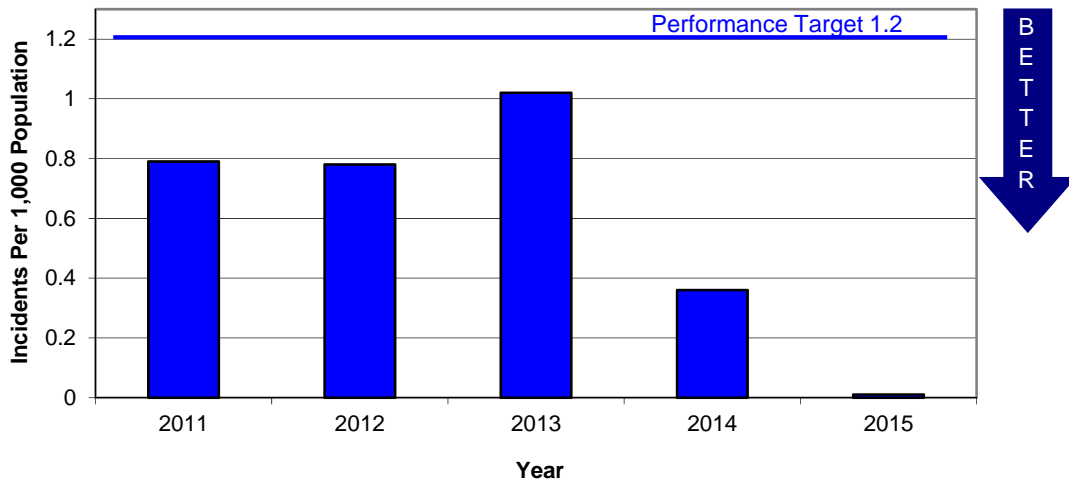
The Fort Collins Office of Emergency Management in partnership with Poudre Fire Authority continues to prepare responders and the community to be prepared to respond and recover from large scale emergencies/ disasters. Hazard Mitigation Plans and vulnerability assessments of target hazards and critical infrastructure are conducted in conjunction with Federal Emergency Management Association/Department of Homeland Security (FEMA/DHS) guidelines and the State of Colorado Homeland Security Strategies. Fort Collins OEM continually partners with federal agencies creating model programs for other communities.

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

PFA's goal is to limit hazardous materials incidents to 1.2 per 1,000 population. PFA continues to exceed this goal.

Outcome

PFA Hazardous Materials Incidents 5-Year History



Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
<p>Promote emergency prevention, preparation, response, mitigation, and recovery, across the organization in collaboration with other community efforts</p> <p>Safe Community – Provide a safe place to live, work, and play. (City of Fort Collins)</p>	<p>Core Competency 5H.1: The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. An appropriate multi-agency organizational structure is identified and authorized to carry out the all-hazards plan predetermined functions and duties.</p>	National Incident Management System	Yes	Yes	Yes	Yes
		Storm Ready designation by the National Oceanic Atmospheric Administration	Yes	Yes	Yes	Yes
		Comprehensive Preparedness Guide 101 (FEMA)	Yes	Yes	Yes	Yes
		Hazard Mitigation Plan by FEMA and the Colorado Office of Emergency Management.	Yes	Yes	Yes	Yes
	<p>Core Competency 5H.4: Current standard operating procedures or general guidelines are in place to direct domestic preparedness planning and response activities.</p>	Fort Collins Emergency Operation Plan by the Colorado Office of Emergency Management.	Yes	Yes	Yes	Yes
		% of residents voluntarily registering with LETA for emergency notifications	30%	30%	35%	40%
		Recovery Plan approved by Colorado Office of Emergency Management	-	-	draft	draft

Goal 3

“Be an accountable, values-driven workforce that cares for the community and each other.”

Target Outcome 3A – Provide services that attend to the social safety needs of residents in a caring manner

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 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. This survey is not conducted annually; the most recent responses are from 2012.

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

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

Type of Service	Quality of Service Rating Very Good/Good						2013 National Comparison	2015 National Comparison
	2003	2008	2010	2012	2013	2015		
Overall Fire Services	90%	94%	96%	85%	89%	87%	Similar	Similar
Fire Response Time	--	--	--	84%	89%	87%	Above	Higher
Emergency Preparedness	--	--	--	75%	80%	76%	Much Above	Much Higher
Fire Prevention/Education	--	--	--	72%	74%	78%	Much Above	Much Higher

Overall, ratings for the majority of safety services stayed strong from 2003 to 2015. 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.

Outcome

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

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

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.

2015 Emergency Response Service Survey Results

Total Number of surveys mailed 1,445
 Total Number of surveys returned 210
 Percentage of surveys returned 14.53%

	Excellent	Good	Fair	Poor	N/A
1. How easy was it to report your emergency to the 911 dispatcher?	90.00%	8.57%	.48%	0%	0%
2. Rate our response time.	94.28%	8.57%	.48%	0%	0%
3. Rate the courtesy of the Firefighters on the scene.	100.00%	2.86%	.48%	0.00%	0.00%
4. Were all our actions clearly explained?	94.76%	6.19%	0.95%	0.48%	0.00%
5. How would you rate our overall services provided?	100.00%	0.33%	0.00%	0.00%	0.48%

Target Outcome 3B – Effectively serve citizens of all cultural backgrounds through an inclusive, diverse workforce

Strategic Plan	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Be an accountable, values-driven workforce that cares for the community and each other	Core Competency 5A.7: An appraisal is conducted, at least annually, to determine the effectiveness of the fire suppression program.	% of customer response surveys for CART responses rated good or very good	n/a	n/a	n/a	Develop CART Surveys

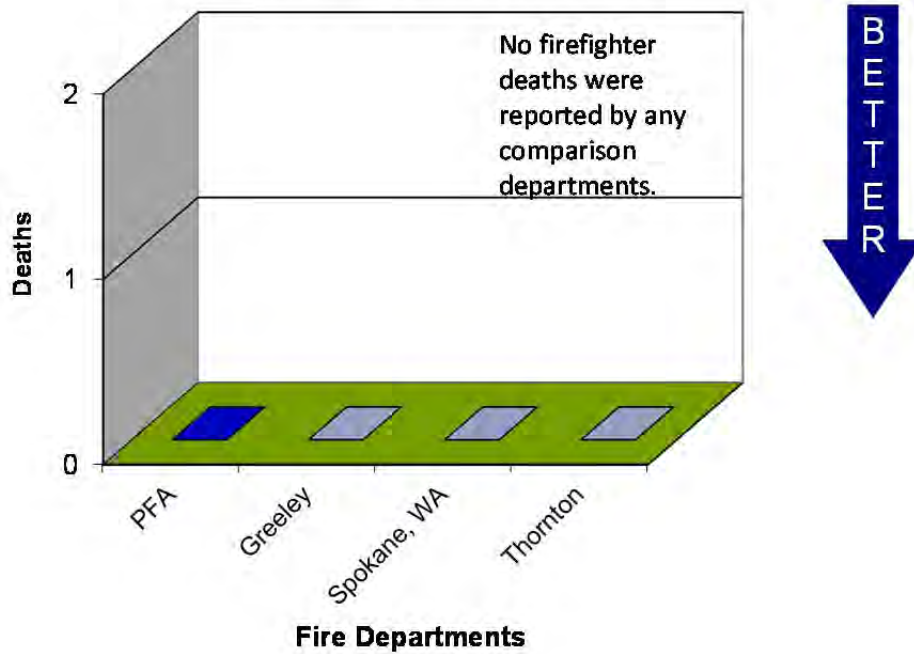
Target Outcome 3C – Maintain and enhance an accountable, well-qualified, inclusive, diverse and safety-conscious workforce

Staff is searching for national data regarding uniformed personnel. Due to PFA's transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

No deaths are the only acceptable goal for PFA. While there are always risks inherent in firefighting, these risks can be reduced by extensive training, adequate equipment, sound operational policies and proper analysis of the risks and benefits taken by each firefighter when engaged in emergency operations. PFA has not had a line of duty death, and continued that trend in 2015 with zero firefighter deaths.

Outcome

2015 Firefighter Deaths



Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Be an accountable, values-driven workforce that cares for the community and each other	7F.7: A process is in place to investigate and document accidents, injuries and legal actions, etc., which is supported by the agency's information management system.	Annual total injuries and exposures	83	75	90	80
		Annual OSHA recordable injuries	n/a*	20	20	20
Maintain community trust by being effective and accountable stewards of the community and PFA's resources	7G.7: An appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs. 7F.7: A process is in place to investigate and document accidents, injuries and legal actions, etc., which is supported by the agency's information management system.	Annual cost incurred (from workers' comp insurance carrier)	\$243,344	\$200,000	\$100,000	\$100,000
		Workers' Compensation Experience Modifier		1.03	.86	.75

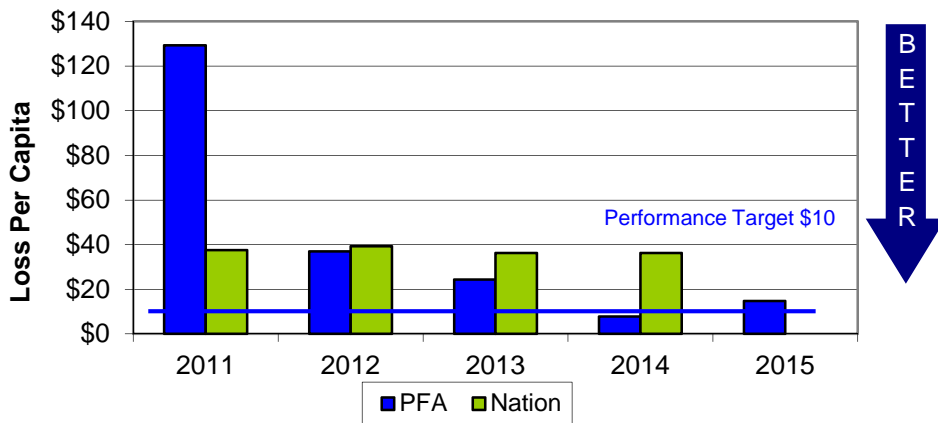
Target Outcome 3D – Maintain an engaged workforce that models the organizational values of courage, leadership, and duty

Due to PFA's transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

PFA's goal is to limit direct estimated fire loss.

Outcome

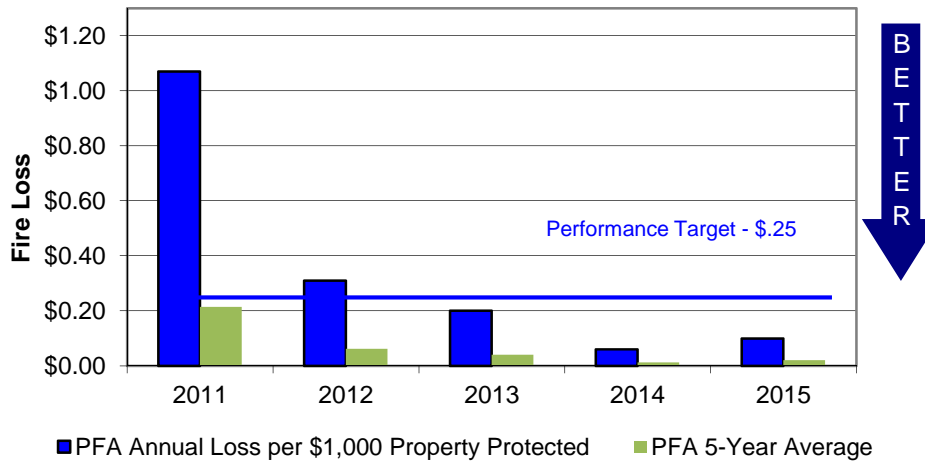
PFA & Nation Fire Loss Per Capita 5-Year History



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.

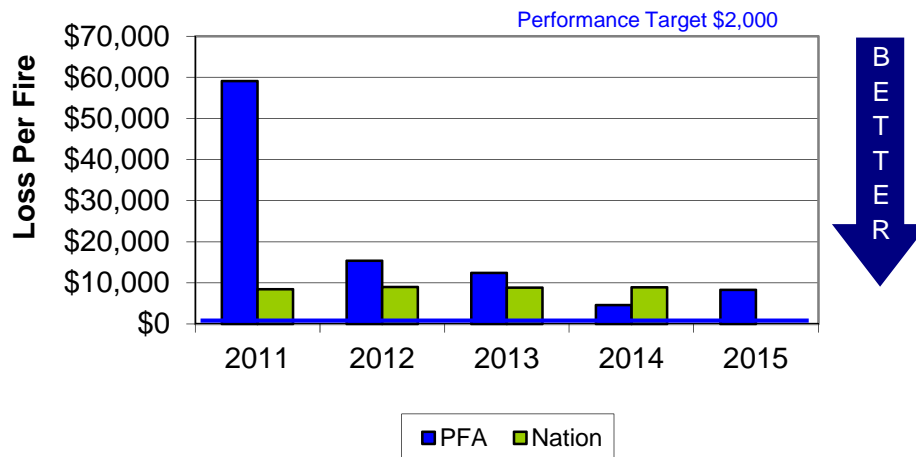
The PFA goal is to minimize direct and indirect loss due to fires to a five-year average of \$.25 per \$1,000 of property protected. PFA has met this goal for the past ten years, but came very close to the performance target in 2011 due to the CSU Equine Reproduction Lab fire, Penny Flats fire, and three 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.

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



Outcome

PFA & Nation Fire Loss Per Fire 5-Year History



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

Target Outcome 3E – Engage PFA members in creating an effective and consistent exchange of information

Due to PFA’s transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

Target Outcome 3F – Maintain a support network that provides for the emotional, physical, and safety needs of the PFA Family

Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2013 Actual	2014 Actual	2015 Revised	2016 Goal
Be an accountable, values-driven workforce that cares for the community and each other	7F.7: A process is in place to investigate and document accidents, injuries and legal actions, etc., which is supported by the agency's information management system.	Annual total injuries and exposures	83	75	90	80
		Annual OSHA recordable injuries	n/a*	20	20	20

Goal 4

“Maintain community trust by being effective and accountable stewards of the community and PFA’s resources.”

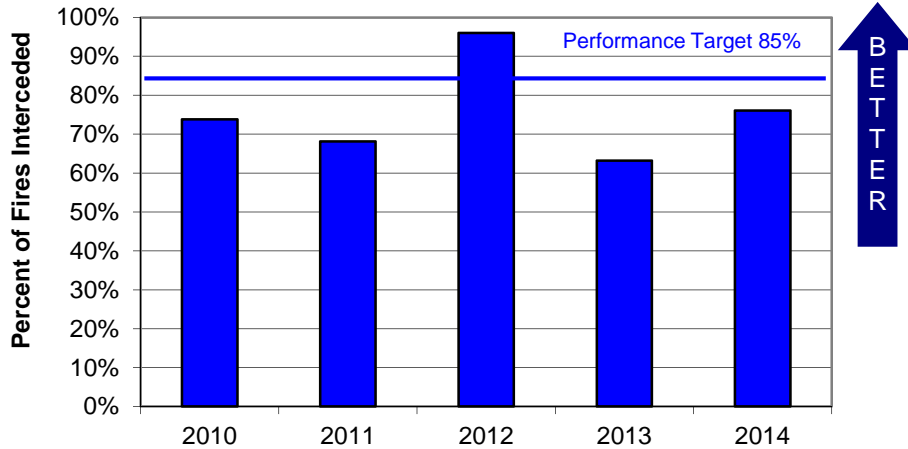
Target Outcome 4A – Optimize alternate service response and staffing models

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

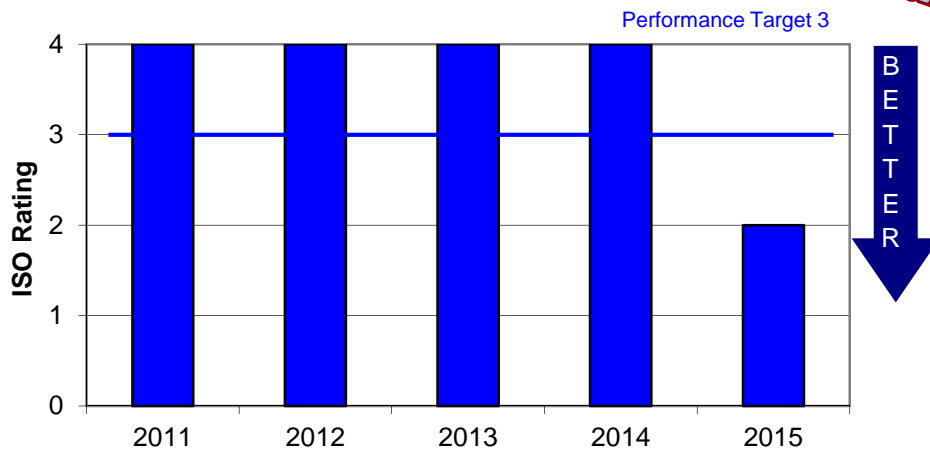
Outcome



The PFA goal is to maintain an insurance rate of three (3) within the City of Fort Collins and the urban area of the Poudre Valley Fire Protection District. In 2010, ISO rated PFA at a 4 rather than a 3, and in 2015, ISO rated PFA at a 2 due in part to transitioning a volunteer station to a fully-staffed station in Timnath.

PFA Urban ISO Rating 5-Year History

Outcome



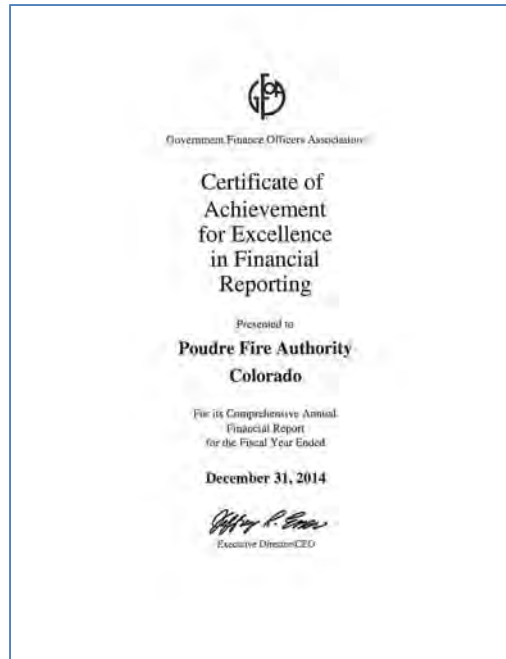
Target Outcome 4B – Maintain a high level of financial accountability

Measures of Progress for this target outcome include achievement of the Government Finance Officers Association recognition for budget presentation and comprehensive annual financial report, as well as providing an annual report to City Council.



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Poudre Fire Authority, Colorado for its annual budget for the fiscal year beginning January 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. Staff believes the current budget continues to conform to program requirements, and is being submitted to GFOA to determine its eligibility for another award.



The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Poudre Fire Authority for its comprehensive annual financial report for the fiscal year ended 12/31/2014. This was the second consecutive year that PFA has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

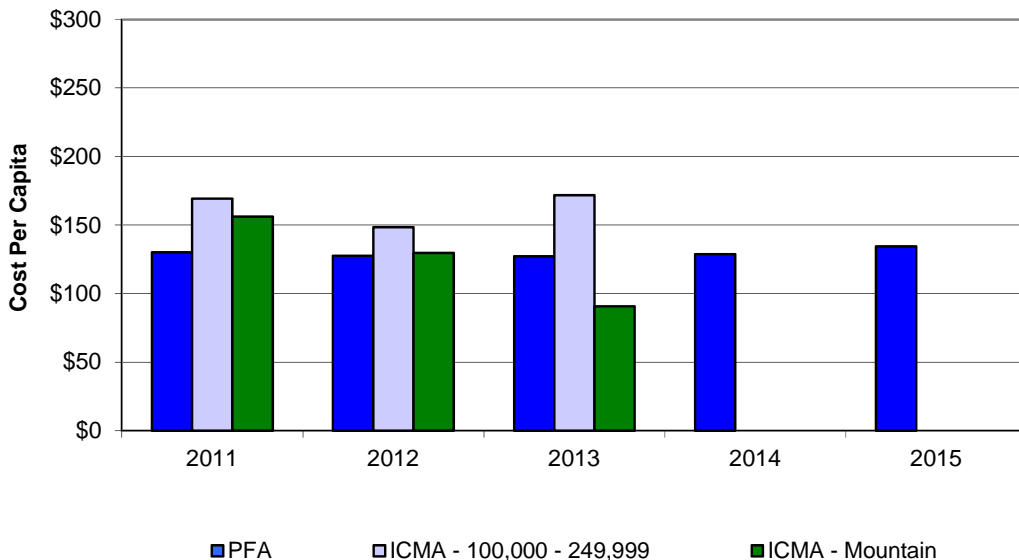
A Certificate of Achievement is valid for a period of one year only. Staff believes that the current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and is being submitted to the GFOA to determine its eligibility for another certificate.

Target Outcome 4C – Maintain stability and predictability of funding streams

The year 2015 reflected the first full year of the implementation of the new Intergovernmental Agreement and Revenue Allocation Formula between the City of Fort Collins and the Poudre Valley Fire Protection District. The stepped-up funding level that is being phased-in by the City has helped PFA begin to address lingering needs and funding shortfalls from previous years. A more sustainable funding stream has been created through the City/PVFPD IGA and Revenue Allocation Formula, supporting the goal of maintaining a stable and predictable funding stream.

Staff is seeking replacement data since ICMA no longer provides this information.

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



Target Outcome 4D – Provide clarity and transparency in financial matters

Initiatives to satisfy the target outcome include providing an annual performance review to City Council (May 26, 2015), and by making available Annual Reports to the public at www.pfaannualreport.com.

Target Outcome 4E – Ensure adequate capital facilities and equipment needed to provide services

Due to PFA’s transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

Target Outcome 4F – Enhance a culture of care and maintenance for PFA’s physical assets

Due to PFA’s transition from its previous Strategic Planning approach to one that incorporates a more agile Strategic Plan coupled with an outcomes oriented budget and the accreditation self-assessment manual, measures for this outcome are currently being developed.

CITY/DISTRICT COMPARATIVE STATISTICS

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
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	82.04	82.26
	DIST	15.89	17.96	17.73
2015	CITY	84.53	82.13	82.89
	DIST	15.47	17.87	17.11

2015 Budget Review and Board Actions

The 2015 PFA general fund actual spending compared to budget reflects a tight budget (underspend of 2.7%, or \$727,613). In addition, the ending fund balance for 2015 benefitted from significantly higher fees for services with revenue of \$830,000 higher than projected.

Poudre Fire Authority Actual Spending to Budget, 2015

General Fund Statement of Revenues, Expenditures and Changes in Fund Balances-- Actual and Budget

For the Month Ended December 31, 2015

	Year-to-Date 2015		
	Year-to-Date Actual	Year-to-Date Budget	Variance Budget vs. Actual
REVENUES			
Intergovernmental	\$25,850,069	\$25,495,870	
Fees and charges for services	\$1,896,659	\$1,065,639	
Earnings on Investments	\$78,098	\$40,000	
Grants and Non-Capital Projects	\$77,000	\$3,500	
Miscellaneous revenue	\$53,013	\$98,281	
Total Revenues	\$27,954,839	\$26,703,290	104.69%
EXPENDITURES			
Administration	\$2,340,059	\$2,703,049	
Community Safety Services	\$1,962,066	\$2,150,740	
Grants & Non-Capital Projects	\$276,951	\$63,500	
Lease Purchase (Sta. 4)	\$234,354	\$234,354	
Support	\$3,066,045	\$3,086,287	
Operations	\$18,300,918	\$18,670,076	
Total Expenditures	\$26,180,393	\$26,908,006	-2.70%
Excess or Deficiency of Revenues Over or (Under) Expenditures	\$1,774,446	(\$204,716)	
Fund Balance January 1, 2015	\$6,047,981		
Fund Balance December 31, 2015	\$7,822,427		

**Capital Fund (non-lapsing fund wherein appropriations and fund balances carryover from year-to-year)
Statement of Revenues, Expenditures and Changes in Fund Balances--
Actual and Budget
For the Month Ended December 31, 2015**

	Year-to-Date Actual	Annual Budget	Variance Budget vs. Actual
REVENUES			
Apparatus Replacement	\$964,176	\$952,178	
Burn Building	\$4,677	\$2,563	
Computer/Tech Replacement	\$61,401	\$61,746	
Console Replacement	\$450	\$0	
Facilities Maintenance	\$165,339	\$164,198	
Hose Replacement	\$16,336	\$16,202	
Radio Replacement	\$167,920	\$165,317	
SCBA Replacement	\$128,086	\$378,247	
Staff Vehicle Replacement	\$60,901	\$85,235	
Station 15	\$47,361	\$29,624	
Station 4 Lease/Purchase	\$6,580	\$3,640	
Station 8	\$209,794	\$1,638,054 *	
Thermal Imager Replacement	\$24,245	\$24,168	
Training Multi-Purpose Building	\$2,841	\$1,570	
	<hr/>	<hr/>	
Total Revenues	\$1,409,091	\$3,522,742	40.00%
EXPENDITURES			
Current:			
Apparatus Replacement	\$995,512	\$1,889,270	
Burn Building	\$5,577	\$8,000	
Computer/Tech Replacement	\$22,958	\$61,000	
Console Replacement	\$1	(\$33,576)	
Facilities Maintenance	\$127,047	\$122,330	
Hose Replacement	\$30,545	\$16,000	
Radio Replacement	\$20	\$133,576	
SCBA Replacement	\$65,955	\$254,000	
Staff Vehicle Replacement	\$61,274	\$85,000	
Station 15	\$62		
Station 4 Lease/Purchase	\$22		
Station 8	\$391,467	\$180,000	
Thermal Imager Replacement	\$31,456	\$24,000	
Training Multi-Purpose Building	\$9		
	<hr/>	<hr/>	
Total Expenditures	\$1,371,854	\$2,739,600	50.07%
	<hr/>	<hr/>	
Excess or Deficiency of Revenues Over or (Under) Expenditures	\$37,238	\$783,142	
	<hr/>	<hr/>	
Fund Balance January 1, 2015	\$6,388,727		
Fund Balance December 31, 2015	\$6,425,965		

* Appropriation for construction of Station 8 to begin in 2016.

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.

Reserves		% of Revenue
Unassigned - Reserve for Contingency	\$5,664,286	20.26%
Restricted - Reserve for KFCG	\$756,922	2.71%
Assigned - Reserve for NCRCN (Radios)	\$469,366	1.68%
Assigned - Revenue Reserve	\$852,055	3.05%
Assigned - Encumbrances	\$52,581	0.19%
Assigned - Workers Comp Reserve	\$27,218	0.10%
Total Reserves	\$7,822,428	27.98%

Poudre Fire Authority Board Actions - 2015

- 15-1 Appropriating a wildland urban interface grant within the PFA general fund for expenditure on home risk assessments in the wildland urban interface
- 15-2 Amending the 2015 budget and reappropriating funds for prior year encumbrances
- 15-3 Approving the transfer and appropriation of reserve for contingency funds to the Apparatus Replacement Capital Project and authorizing the fire chief to execute all contracts, including those over \$75,000 with Rosenbauer/General Safety Equipment for replacement/refurbishment of three engines in 2015/2016
- 15-4 Appropriating and transferring Station 9 Volunteer Reserve Funds for expenditure on lawn maintenance tools for PFA Station 9
- 15-5 Adopting the Poudre Fire Authority Standards of Response Coverage
- 15-6 Directing Poudre Fire Authority staff to ensure that the Poudre Fire Authority strategic plan is updated routinely
- 15-7 Concerning the appointment of employer representatives to the Board of Trustees of the Poudre Fire Authority Old and New Hire Money Purchase Pension Plans
- 15-8 Appropriating \$37,780.78 from Insurance Recovery Funds for expenditure on Station 5 roof repair, repairs to three PFA vehicles, and repairs to PFA Engine 2
- 15-9 Appropriating reserve for contingency funds for the purchase of wildland personal protective equipment
- 15-10 Appropriating reserve for contingency funds in the Poudre Fire Authority general fund for expenditure on phone switches/network, and authorizing the fire chief to execute all contracts relating to the aforementioned expenditures, including those over \$75,000
- 15-11 Amending the fees for the Poudre Fire Authority Fire Prevention Bureau for the calendar year 2015
- 15-12 Approving the standards of cover errata for incorporation in response planning and management
- 15-13 Approval of amended and restated intergovernmental agreement between the Town of Timnath, Colorado, the Timnath Development Authority, the Poudre Valley Fire Protection District, and the Poudre Fire Authority
- 15-14 Authorizing the fire chief or his designee to execute all contracts including those over \$75,000 for Station 8 design and construction



- 15-15 Appropriating Poudre Valley Fire Protection District contribution from Timnath Development Authority TIF for expenditure on new Station 8 personnel
- 15-16 Approving a revised amended and restated intergovernmental agreement between the Town of Timnath, Colorado, the Timnath Development Authority, the Poudre Valley Fire Protection District, and the Poudre Fire Authority
- 15-17 Transfer of dispatch console replacement capital project fund balance to radio replacement capital project
- 15-18 Establishing an EMS contract reserve account within the Poudre Fire Authority budget
- 15-19 Authorizing the PFA board chair and secretary to execute all documents necessary to close on the PFA's acquisition of Lot 8 in the Riverbend 1st filing in Timnath, Colorado, as contemplated in the intergovernmental agreement previously approved by Board Resolution 15-16.
- 15-20 Appropriating unanticipated revenue in the Poudre Fire Authority general fund for expenses within the capital fund
- 15-21 Setting the Poudre Fire Authority Board of Directors 2016 meeting dates
- 15-22 Adopting the budget and appropriating funds for the operation of the Poudre Fire Authority for 2016
- 15-23 Setting the fees for the Poudre Fire Authority Fire Prevention Bureau for the calendar year 2016



November 26, Station 1 crews assisted runners getting their race started off correctly with the annual Turkey Trot that takes place in Old Town Fort Collins.