



POUDRE FIRE AUTHORITY

ANNUAL REPORT 2022



A YEAR... AND SOME CHANGE



A Note from Your Fire Chief

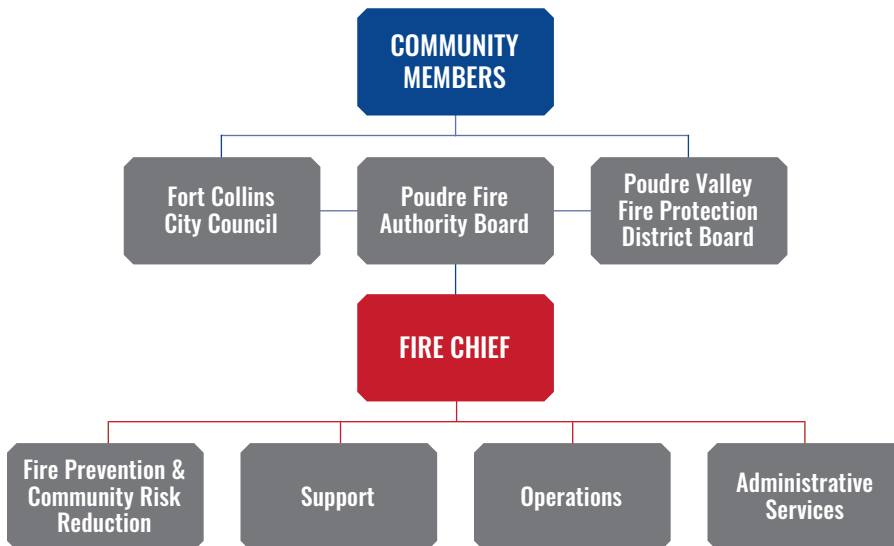
2022 was a year of change and growth, both inside Poudre Fire Authority (PFA) and the community. Calls for emergency services increased by more than 1,000 from 2021. Thanks to strategic planning, the hard work of staff, Board member guidance, and community support, PFA has grown alongside it. The largest fire academy in PFA's history was completed, a new, heavy rescue apparatus and crew went into service, 54,000 hours were spent in fire and rescue training, and the second phase of the civilian pay study was completed. The IT team spent the year creating an inventory of our technology to identify new tools and opportunities for efficiencies. We focused on recruitment, care, and retention of PFA's workforce, Goals 3, 4, and 5 of PFA's 2022-2025 Strategic Plan. While many projects will launch in 2023, most of the groundwork has already taken place to make the projects possible. PFA's workforce devoted endless hours creating sustainability plans to ensure that PFA's vision, "to be a trusted, respected, and principles-driven leader in the community and the fire service" thrives for years to come. I'm proud of the 2022 accomplishments and look forward to completing our 2023 goals.

Derek Bergsten | Fire Chief

Who We Are

PFA is governed by the Poudre Fire Authority Board of Directors. The board is comprised of two members from the City of Fort Collins City Council, two members from the Poudre Valley Fire Protection District Board of Directors, and a fifth member selected by the other four, historically the Fort Collins City Manager. The PFA Board of Directors appoints the Fire Chief, who in turn manages and employs all PFA personnel.

OUR ORGANIZATION



PFA IS COMPRISED OF



238 FULL-TIME POSITIONS



210 UNIFORMED POSITIONS



28 CIVILIAN POSITIONS



35 VOLUNTEER POSITIONS

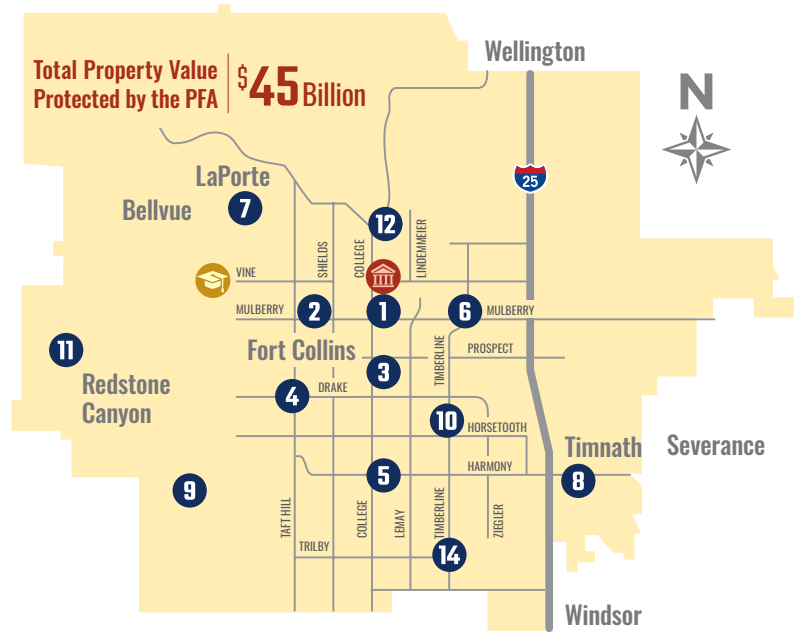


4 PART-TIME POSITIONS

What We Protect

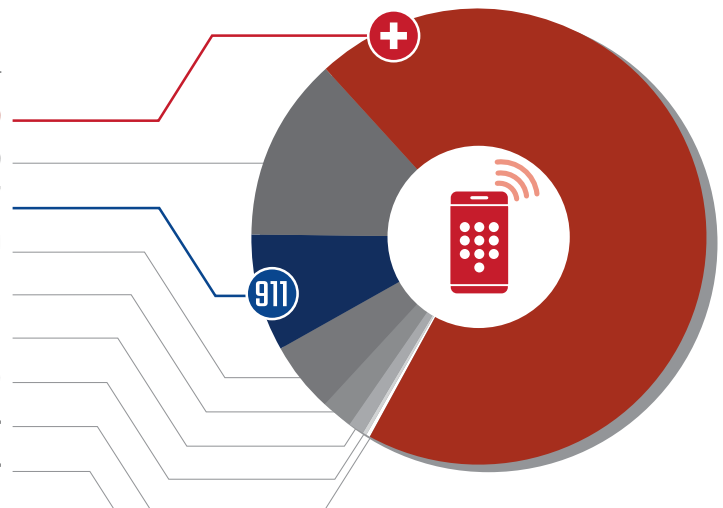
PFA SERVICE AREA 2022

- 1 Fire Station
- 2 Fire Station
- 3 Fire Station
- 4 Fire Station
- 5 Fire Station
- 6 Fire Station
- 7 Fire Station
- 8 Fire Station
- 9 Volunteer Station
- 10 Fire Station
- 11 Volunteer Station
- 12 Fire Station
- 14 Fire Station
-  Training Center
-  Headquarters

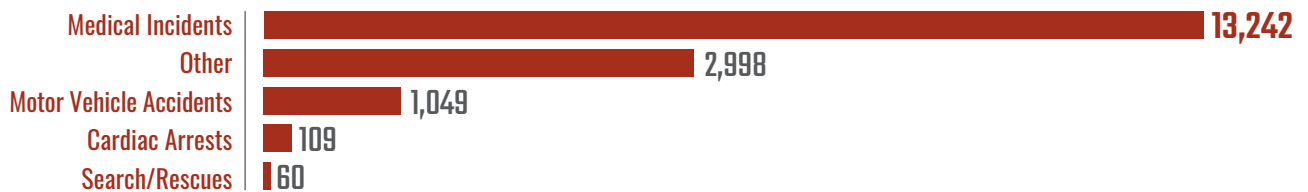


TOTAL SERVICE CALLS 25,193

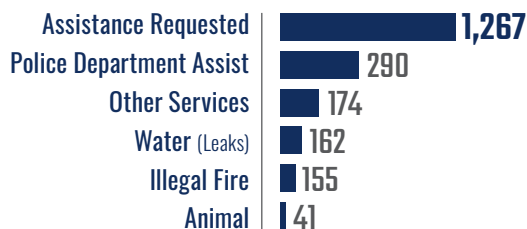
Rescue & Emergency Medical Calls	17,465
Good Intent Calls	3,235
General Service Calls	2,097
False Alarm & False Calls.....	1,419
Hazardous Conditions (No Fire).....	493
Fires.....	390
Special Incident Calls.....	76
Overpressure Ruptures, Explosions, Overheat (No Fire).....	14
Severe Weather & Natural Disasters.....	4



+ Rescue & Emergency Medical Calls



911 General Service Calls



Total Service Calls per Year



A Strategy for the Future

In February 2022, PFA worked with external and internal stakeholders to create a strategic plan to direct the organization's efforts for the next three years. A great deal of work has already been accomplished in the first year of the strategic plan. The main elements of this plan are:



EMS



The PFA EMS Working Group outlined a series of initiatives to guide the organization moving forward. Some of these include intravenous skills certification by all firefighters, evaluating the EMS delivery model, and collaborating with UHealth, FC911 and our community partners to drive improved service delivery.

INFORMATION TECHNOLOGY



IT impacts every aspect of the work PFA does for the community. As part of the strategic plan work, the IT team has been meeting with all PFA members to identify areas where technology gaps exist, improve technology in use and focus on improving security for the systems that allow the organization to provide services to the community.

STAFFING



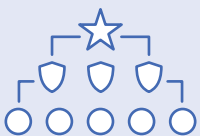
Human Resources (HR) has worked hand in hand with all divisions to identify staffing challenges, opportunities, and potential resolutions. The HR team used the authorized strength formula to determine and maintain optimal staffing levels. As a result, Rescue 4, the new support company, was placed into service.

RETENTION / RECRUITMENT / HIRING



HR continues to work across all divisions in support of workforce needs as guided by the Strategic Plan. In 2022, this included enhancements to firefighter recruitment with the hiring and onboarding of 48 positions including 36 recruit firefighters and 12 civilian positions. Additional work included a civilian compensation study, a new civilian pay plan, and organization-wide performance reviews and previews.

RANK STRUCTURE / PROMOTION



Operations, Training and Administration were busy throughout 2022 implementing an expanded rank structure to improve span of control, enhance accountability, enhance succession planning and expand internal growth opportunities. Newly created positions for Captain, Lieutenant and Engineer were developed with training for all positions continuing into 2023. Promotions for these positions took effect on January 9th of 2023 and will improve program management and organizational resiliency.

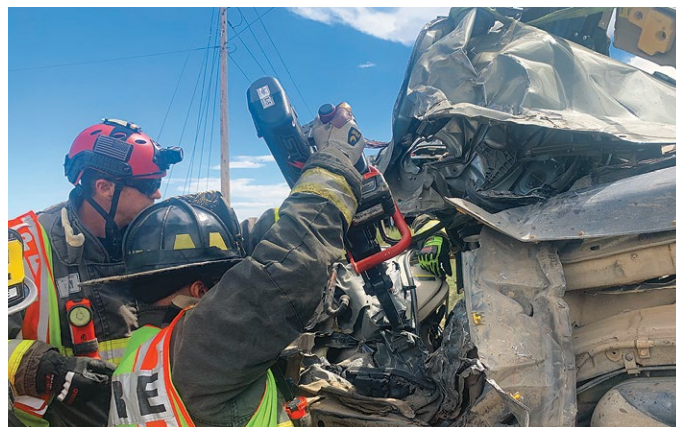
Expanding Services - Expanding People

PFA provides all-hazard response to both the community members and visitors of its jurisdiction. The number of responses in 2022 increased by more than 1,000 from 2021 and more than 3,600 calls from just two years ago. PFA continues to look for the best ways to meet the changing needs of the community while also ensuring we are responsible stewards of tax dollars. To that end, a new heavy rescue was placed into service to help cover the increase in call volume as well as provide the necessary coverage when other support companies are committed to calls. In addition to running calls for medicals, support companies provide specific capabilities on structure



fires and specialized skill sets for technical rescues such as extrication accidents, rope rescues, confined-space rescues, trench rescues and building collapses.

To put the rescue into service, 15 additional firefighter positions were added to the roster, giving PFA the workforce needed to meet the increasing calls for service. In addition to new resources such as the heavy rescue, resources such as the Roving Alternative Medical (RAM) unit continue to be highly utilized, more so than any other apparatus on an hour-by-hour basis. As of October, PFA customers saw another change driving around the streets, our first all red fire apparatus. Tender 12 was the first in the fleet to be built with the traditional color while the first red fire engines are scheduled to arrive in the summer of 2023.



Skills for Today, Skills for Tomorrow

Achieving the skills needed to be a highly-qualified firefighter doesn't happen overnight. PFA's training center facilitated extensive training for 36 recruits (28 in the fall academy alone) in two, 16-week academies, starting them on the journey to becoming professional firefighters. All told, PFA firefighters completed over 54,000 hours of training to hone their skills and be prepared to meet every call for service, no matter how simple or complex.

As PFA has shifted its organizational structure, training is delivered to ensure the full breadth of skills is provided to all personnel, including the Engineer, Lieutenant and Captain.

Never resting on our laurels, PFA personnel continually train to keep their skills sharp in Emergency Medical Services, firefighting skills, and technical rescue disciplines such as water and rope rescue.



Celebrating What Makes Us Great - Our People, Our Community



At the core of any successful organization is its people and PFA is no different. Over half of PFA's personnel have less than five years on the job and half of our officers have less than two years in their roles. This has been an amazing opportunity to enhance succession planning efforts as more seasoned officers mentor their younger counterparts and all crews get the opportunity to share their emergency service knowledge. At the heart of this growth is a diverse population of firefighters and support staff that spend each day providing the very best service to the people of our district.

Part of providing the best customer service means providing PFA personnel with the right tools for the job. PFA leadership has taken action to support aging infrastructure in station projects both large and small - from developing new stations to basic upgrades at existing stations. The recent completion of the Fleet Services shops has allowed fleet personnel to keep apparatus on the streets with shorter down times.

With a year so full of change, PFA wanted to mark this historic time with a symbol of new beginnings while honoring a long tradition of excellence. To that end, a group of firefighters worked hand in hand with leadership to design new badges for every member of the organization. The design incorporates significant symbolism from the community, the fire service as a whole, and the work PFA responders do everyday. These will be presented to personnel early in 2023.



2022 Budget & Funding Outcomes

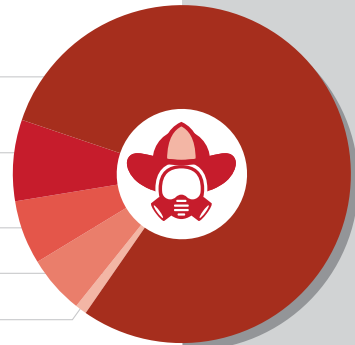
TOTAL REVENUE **\$42,527,554**

Intergovernmental	\$41,307,7991
Fees & Charges for Service.....	\$739,897
Miscellaneous Revenue	\$260,500
Licenses & Permits.....	\$179,358
Earnings on Investments.....	\$40,000



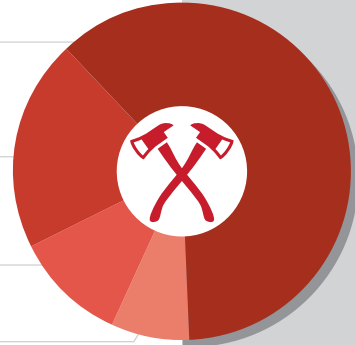
EXPENDITURE – TYPE **\$40,871,187**

Salaries & Benefits	\$33,058,406
Other Purchased Services	\$3,196,601
Materials, Supplies, & Equipment.....	\$2,683,600
Capital Outlay	\$1,515,000
Miscellaneous.....	\$417,580



EXPENDITURE – DIVISION **\$40,871,187**

Operations	\$25,615,560
Support.....	\$7,526,502
Administration.....	\$4,710,454
Fire Prevention & CRR.....	\$3,018,671
Grants/Projects	\$0




CAPITAL BUDGET **\$1,537,000**

Apparatus Replacement.....	\$1,537,000
Station 6 Shop	\$0
Station 7 Remodel.....	\$0



Reserves 
\$7,363,451 Million

Expenditures 
 Underspent by **\$1,046,263**
 2.56% of the Budget

*Fiscal year 2022 figures are unaudited and subject to change due to possible accruals through April 2023.



PFA provides all the following services to our community:



FIRE PROTECTION SERVICES



EMERGENCY MEDICAL RESPONSE



FIRE SUPPRESSION



HAZ-MAT RESPONSE



TECHNICAL RESCUES



WILDLAND FIRE RESPONSE



VOLUNTEER FIREFIGHTER PROGRAM



FIRE INVESTIGATIONS



INSPECTION SERVICES



PUBLIC AFFAIRS AND EDUCATION

A Look at 2023: This will be the second year of PFA's 2022-2025 Strategic Plan and priorities include capital projects, community outreach, and recruitment. The building of the new Fire Station 7 in Laporte is planned for spring and the groundbreaking of the 9-11 Memorial at Spring Park is expected in the fall. The EMS Strategic Planning committee launched in January and will set a plan for community partnerships and level of care. PFA looks forward to another year of progress and serving the community.



Please follow us on social media for timely incident information and education materials that can help you to live your safest life.

