

Poudre Fire Authority

2016 Statistical Annual Report

Serving the Northern Colorado Communities of
Bellvue, Fort Collins, LaPorte, Timnath



Courage,
Leadership, Duty



Headquarters: 102 Remington Street, Fort Collins CO 80524

PFA Statistical Report

2016

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Introduction

Welcome to PFA's 2016 Statistical Report. Following are division outcomes as well as performance standards comparisons, City/District comparative statistics, 2016 budget review, and PFA Board actions.

The method used for reporting measures of progress has been evaluated, existing outputs and outcomes have been affirmed, and outcome measures more representative of big-picture goal accomplishment have been established. Key outcomes at a higher organizational level are the focus; each division section herein begins with a table of targeted outcome measures to which each program in the division contributes. Each program within a division identifies how inputs and outputs contribute to accomplishing strategic objectives through a more centralized approach to outcome measurement. Each measure, whether an input, output, or outcome, was aligned with the Strategic Plan and the Accreditation Self-Assessment Manual (SAM). Since some of the measures are new, they have not yet been reported; N/R is used in this instance, which means Not Reportable. Staff is working on collecting and evaluating the new performance measures for alignment with each division's outcomes.

The core document for Accreditation-driven continuous improvement is the SAM, which addresses 259 performance indicators that cover the breadth of PFA's responsibilities. This document is a tool for PFA staff to appraise effectiveness of service provided and plan for improvement where needed. The Accreditation documents, including SAM, can be viewed at <http://www.poudre-fire.org/about-us/reports-surveys>.

Within the program reports some of the Primary Self-Assessment Category/Criterion measures indicate that they are a Core Competency. A core competency measure identifies a pass/fail performance indicator regarding Accreditation. There are 82 core competency performance indicators within the Self-Assessment Manual that must be met in order to be a candidate for Accreditation.

Community Safety and Service Division Outcomes

CSS Division Outcomes				
Strategic Objective	Targeted Outcome Measures	Actual 2014	Actual 2015	Actual 2016
1C	% of residents voluntarily registering with LETA for emergency notifications	30%	35%	40%
1C	% of City employees with applicable NIMS certifications	N/R	N/R	N/R
1C	% of at-risk residents reporting an understanding with fire safety practices (as Surveyed)	New Educator	No Survey	Complete Survey
1C	% of at-risk residents reporting an understanding with fire safety practices (as Surveyed)	New Educator	No Survey	Complete Survey
1C	Fire Related casualties per 1,000 population	.04	.04	.04
1D	% of residences with smoke alarms within PFA's district	N/R	N/R	N/R
1D	% of residences with working carbon monoxide alarms within PFA's district (as surveyed)	N/R	N/R	N/R
1D	# of businesses inspected with no identified violations on initial inspection/# of businesses in compliance on re-inspection	N/R	N/R	N/R
1D	Commercial Buildings - # of sprinkler protected occupancies/total occupancies inspected	Under Review	Under Review	35%
1D	Total # of square footage of buildings inspected/number of total inspection hours	N/R	N/R	41,637 sq. ft./hour

N/R = Not Reportable



Fire Investigations/Prevention Support

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	Core Competency 5D.8: An appraisal is conducted, at least annually, to determine the effectiveness of the fire investigation program.	% of time on-call Fire Investigator arrives at the scene within 30 minutes of dispatch	91%	83%	92%
		% of incendiary fires closed with arrest	N/R	33%	17%
		% of burn permits submitted online	95%	96%	96%
		% of burn permits issued or denied within 2 business days of submittal	100%	100%	100%
	Core Competency 5D.3: The program has adequate staff with specific expertise, training, and credentials to accomplish the program goals and objectives.	% PFA investigators trained within 6 months of incumbency	N/R	N/R	N/R

N/R = Not Reportable

In 2016, the Poudre Fire Authority responded to 338 fire calls compared to 373 fire calls the previous year, a decrease of 9.38%. 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 2016, 132 fires, or 39%, required the response of a fire investigator to determine the origin and cause of the fire.

Fire Cause Summary (Total Fires)		
<i>Cause</i>	<i>Number</i>	<i>% of Total</i>
ACCIDENTAL	240	71.0%
ARSON	30	8.9%
NATURAL	9	2.7%
UNDETERMINED	59	17.5%
Total	338	100.0%

Partnerships continued with local, state, and federal law enforcement agencies in 2016. Fort Collins Police Services, Larimer County Sheriff's Office, Timnath Police Department, and the Bureau of Alcohol, Tobacco, Firearms & Explosives assisted the Poudre Fire Authority on 18 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	0	0.0%	0.0%
CBI	0	0.0%	0.0%
CSUPD	1	5.6%	0.3%
FCPS	13	72.2%	3.8%
TIMPD	1	5.6%	0.3%
LCSO	3	16.7%	0.9%
Total	18	100.0%	

Through the hard work of Fire Investigators and the relationships with local law enforcement agencies, five individuals were arrested for arson in 2016 representing four incidents, compared to ten arrests in 2015. This reflects an Arson clearance rate of 17% which matches the national average. 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 2016.

Case Disposition		
<i>Type</i>	<i>Number</i>	<i>% of Total</i>
Arrests Made	4	3.0%
Cases Closed	122	92.4%
Cases Not Closed	7	5.3%
Total Cases	132	

**Pending cases awaiting further information for final disposition*

The total number of incendiary fires as well as incendiary fires in structures increased slightly in 2016. Some of the motives encountered in 2016 include domestic disturbance situation, vandalism, and fire play/curiosity. The total fire loss for 2016 was \$2,144,049. This reflects a 22.7% decrease from 2015. The Total dollar loss from intentionally set fires was substantially lower in 2016. This

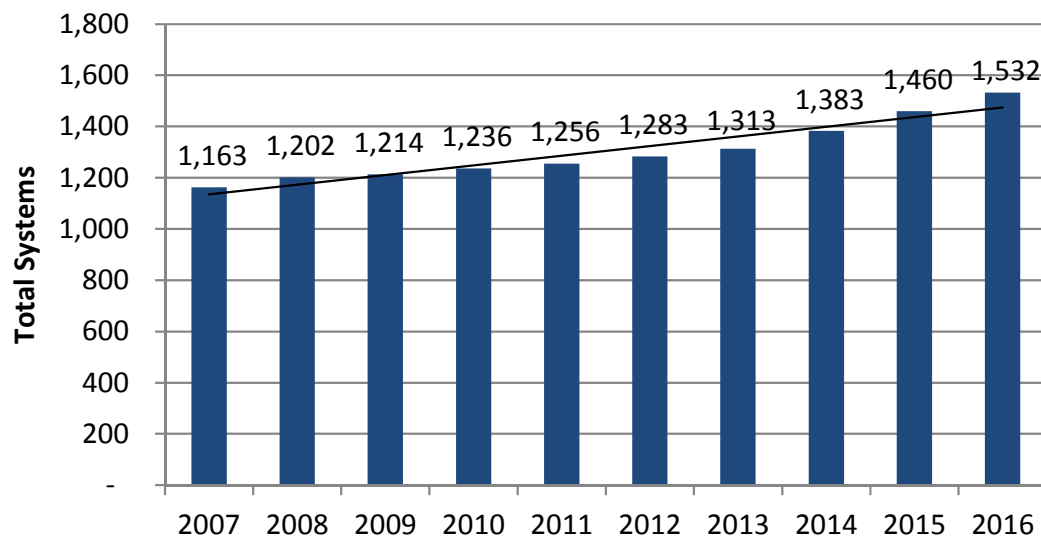
was due to the fact that the majority of the incendiary fires were set outside and extinguished before spreading to structures or vehicles.

Type	2015	2016	% of CHANGE from 2014 to 2015
Total Fires	373	338	-9.38%
Total Incendiary	21	30	4.2%
Structure/Incendiary	4	5	25%
All Other Incendiary	17	25	4.7%
% Total Incendiary	7%	8.8%	
Total Dollar Loss	\$2,776,838	\$2,144,049	-22.7%
Total Dollar Loss Incendiary	\$167,146	\$16,400	-90%
% Total Dollar Loss Incendiary	6%	.76%	

Fire Protection Systems

New fire sprinkler system installations increased by 72 new systems. This change increased the number of buildings protected by fire sprinklers from 1,460 to 1,532.

Total Fire Sprinkler Systems



Activity	2015	2016	% of Change 2015/2016
Total Fire Sprinkler Systems	1,460	1,532	4.94%
New Sprinkler System Installations	77	72	-6.49%
Sprinkler System Upgrades	228	182	-20.17%
Residential Fire Sprinkler Systems Reviewed	7	17	14.2%
New Fire Alarm Installations	141	196	39.0%
Spray Booths Installed	6	4	-33.0%
Fire System Permits/Plan Reviews	459	506	10.23%

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	5B.4: A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.	% of plan reviews completed within 10 days of request	N/R	N/R	69.5%
	CC 5B.3: The program has adequate staff with specific expertise to meet the fire prevention/life safety goals and objectives.	% of identified alarm systems followed-up within 5 business days	N/R	N/R	100%

N/R = Not Reportable

Inspection Services

Activity	2015	2016	% of Change
Total businesses and multifamily residences on record	6,674	6,684	.15%
Total sprinkled businesses	2,182	2,382	9.16%
Total multifamily residential homes	361	287	-20.50%**
Total sprinkler inspections completed	1,975	2,118	7.24%
Total general inspections completed in non-sprinkled businesses	3,178	3,062	-3.65%
Total businesses written for violations	1,781	1,727	-3.03%
Percent of violations brought up to code	95%*	95%*	-

*All violations are brought up to code; however, inspections and re-inspections do not always occur within the same calendar year.

**Prior to 2016 all multi-family structures were added to the data base, even those with the same street address but multiple buildings. In late 2015 the duplicate non-sprinklered, multi-family addresses were removed, which results in a negative percent change in 2016.

INSPECTION SERVICES COMPARATIVE ANALYSIS

Activity	2015	2016	% of Change
Total Businesses on Record	6,526	6,684	2.425
Inspections Conducted	5,156	5,180	0.47%
Total Businesses written for violations	1,781	1,727	-3.03%

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measure	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	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.	% of total businesses requiring inspections which received at least one code inspection per 3-year plan	40%	55%	60%
		% of initial inspections resulting in Final Notice	N/R	N/R	N/R
		% of initial inspections resulting in issuance of a summons	N/R	N/R	N/R
		% of sprinkler systems activated by fire	N/R	N/R	N/R
		# of sprinkler system activations due to freezing/# of sprinklered buildings	N/R	N/R	N/R

N/R = Not Reportable

Office of Emergency Management

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
<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>CC 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>	Number of Community Emergency Response Team classes held annually	3	3	3
		Number of Incident Command System Courses held annually	4	4	7
		Number of Disaster Management Course held annually	4	4	4
	5H.2: The agency is compliant with the National Incident Management System (NIMS) and its operational methods are compatible with all external response agencies.	Number of Homeland Security Exercise Evaluation Program compliant exercises participated/coordinated	4	4	4
	5H.7: The agency periodically conducts operational tests of and evaluates the all-hazards plan and domestic preparedness program.	Public education campaigns held annually to promote Larimer Emergency Telephone Association registration	2	2	2

Public Affairs and Education

Service Requests

By Type	2009	2010	2011	2012	2013	2014	2015	2016	% change
Station tour	101	114	75	102	99	92	95	66	-30.53%
Extinguisher class	32	53	44	27	28	24	16	24	50.00%
Safety talk	111	165	103	212	116	118	102	39	-61.76%
Fire drill	14	15	21	22	21	15	13	2	-84.62%
Home Safety Surveys	3	8	6	13	9	11	4	3	-25.00%
Neighborhood event	24	32	33	29	35	23	31	29	-6.45%
Safety/Science fair	14	13	12	6	7	16	3	9	200.00%
Apparatus tour	41	131	88	159	114	124	118	21	-82.20%
Smoke alarm battery install (crews)	18	39	31	25	28	36	39	51	30.77%
Career day/career talks	9	8	8	7	5	1	1	0	-100.00%
Fire Safety House	24	32	26	25	34	32	34	34	0.00%
Strap & Snap	8	3	5	4	6	6	0	2	
Smoke/Co installations								204	
Other	47	40	81	44	35	74	96	21	-71.62%
*Categories were not designated in 2003									
Total	446	653	533	675	537	572	552	505	

*It is worth noting that PFA in 2015 purchased a Bullex-branded, fire extinguisher simulation tool. Previously, crews were called upon to host demonstrations that required setting up for and conducting live burns. Often, they would be called away to an emergency and have to leave the demonstration partway through. Now, PFA's primary public educator and others can take the Bullex out into the community by themselves, saving crew time and, as a result, money.

By Age	2009	2010	2011	2012	2013	2014	2015	2016
Pre-School (3-5)	2,401	2,833	2,164	2,363	1,676	1,898	2,565	1,092
Elementary (5-12)	4,934	5,351	3,154	4,251	3,964	5,125	5,761	3,620
Jr/Sr High (12-18)	756	499	1,483	494	860	1,168	957	801
Adult (18-60)	5,387	6,448	4,409	4,249	4,761	5,713	8,187	2,489
Sr Citizen (60+)	624	821	936	956	1,119	1,590	1,135	408
Total	14,102	15,952	12,146	12,313	12,380	15,494	18,605	8,410



By Shift	2009	2010	2011	2012	2013	2014	2015	2016
A Shift Total	98	80	68	64	58	88	75	56
B Shift Total	74	110	111	61	70	77	112	114
C Shift Total	56	99	69	110	74	76	67	56

By Station	2009	2010	2011	2012	2013	2014	2015	2016
Station 1	41	51	34	42	32	44	46	28
Station 2	27	28	30	19	15	15	23	15
Station 3	35	35	43	35	16	24	25	22
Station 4	13	37	30	31	29	36	28	45
Station 5	39	37	19	35	35	39	45	36
Station 6	9	13	16	8	12	18	17	10
Station 7	6	10	4	8	10	4	10	2
Station 8								7
Station 10	20	33	18	24	24	21	18	22
Station 12	9	9	16	12	9	18	9	11
Station 14	29	36	25	23	20	22	33	28
Other	57	53	51	49	58	98	98	89
Total	285	342	286	286	260	339	352	315

Ride-Along	2009	2010	2011	2012	2013	2014	2015	2016
Citizen Ride-Along	42	136	28	36	143	53	59	60

Child Passenger Safety

PFA firefighters participate in a county-wide child passenger safety effort along with Larimer County Safe Kids Coalition. This free program is administered by the administrative assistant who schedules crews (and other certified technicians) 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 valuable investment in improving the safety of young, at-risk customers. Public Education believes the number of PFA checks has gone down as more and more organizations certify technicians and offer this service.

Car Seat Checks	2009	2010	2011	2012	2013	2014	2015	2016
Station 1	75	81	42	18	12	25	28	34
Station 2	47	18	46	41	58	37	21	24
Station 3	80	32	49	42	41	31	24	30
Station 4	80	66	46	61	32	44	49	37
Station 5	75	45	65	47	83	74	59	60
Station 6	29	29	23	44	22	17	24	22
Station 7	16	9	1	3	5	8	5	5
*Station 8								10
Station 10	45	44	26	32	49	37	35	28
Station 12	10	9	9	22	24	33	30	16
Station 14	7	14	24	43	19	33	19	19
Check Points						8	0	0
**Other	10	7	10	29	16	19	42	35
Total	474	354	341	382	361	366	336	320

* Station 8, then located on Main Street in Timnath, was staffed by full-time firefighters starting in December 2015, so 2016 is the first year its firefighters started conducting car seat checks.

** These are inspections conducted by a certified car seat technician who may not be based at a station. (ex. Those appointments conducted at PFA's Administrative Offices, 102 Remington St.)

Youth Fire Awareness/Juvenile Fire Setter Intervention Program

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 Larimer County District Attorney's office; or receive an educational class at their school. Participants in this program receive education about arson, juvenile involvement and the effects of arson on the community.

	2009	2010	2011	2012	2013	2014	2015	2016
Classroom Education	31	20	4	5	13	10	3	7

Technical Services

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	5B.4: A plan review process is in place to ensure that buildings and infrastructure (e.g., hydrants, access, street width, etc.) are constructed in accordance with adopted codes and ordinances.	% of tenant finish reviews completed within 15 days of submittal	In Revision	In Revision	91%
		% of plan reviews completed within 15 days of submittal	In Revision	In Revision	59%*
		% of final fire code inspections completed two days of request	In Revision	In Revision	100%
		Number of Submitted Plan Reviews/Number of Program FTE's	N/R	N/R	136
		Number of Submitted Plan Reviews/Population in PFA Service Area	N/R	N/R	.06

* This includes large scale projects which in some cases took months to complete. Examples include: CSU Biology, CSU Stadium, College 830 Housing, CSU Chemistry, Affinity Affordable Senior Housing, Avago, Foothills Multi-Family

Development Reviews

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

Building Plans Reviewed

Review Types	2014	2015	2016	% of Change
New Building	125	103	124	20%
Tenant Finish	258	272	228	-16%
Amplified Communication Systems	24	14	8	-42%
Fuel Tank Removals/Installs	22	13	14	7%

Operations Division Outcomes

Operations Division Outcomes				
Strategic Objective	Targeted Outcome Measures	Actual 2014	Actual 2015	Actual 2016
1A	% of time fire interceded upon prior to flashover	TBD Accreditation, Fire Behavior Training	TBD, Metrics in place for monitoring in 2016	92.5%
1A	% change in 1 st arriving total response time to moderate-risk emergent fire incidents in the urban response area	+4.96%	+2.67%	Awaiting SOC Publication
1A	% change in 1 st arriving total response time to moderate- risk emergent fire incidents in the suburban response area	-21.1%	+5.2%	Awaiting SOC Publication
1A	% change in 1 st arriving total response time to moderate- risk emergent fire incidents in the rural response area	+17.1%	-1.43%	Awaiting SOC Publication
1A	% of residential property value saved in occupancies impacted by Structure Fire	95.33%	90.91%	93.04%
1A	% of commercial property value saved in commercial occupancies impacted by Structure Fire	92.85%	88.32%	97.70%
3D	% of Citizen Survey respondents rating PFA service as good or very good (residential/business)	98%	No Survey	98%
3D	% approval rating from customers on Response Card Surveys	99%	97%	100%
3D	Volunteer Retention Rate = ((E-N)/S)*100	N/R	55%	95%

N/R = Not Reportable





Customer Assistance Response Team (CART)

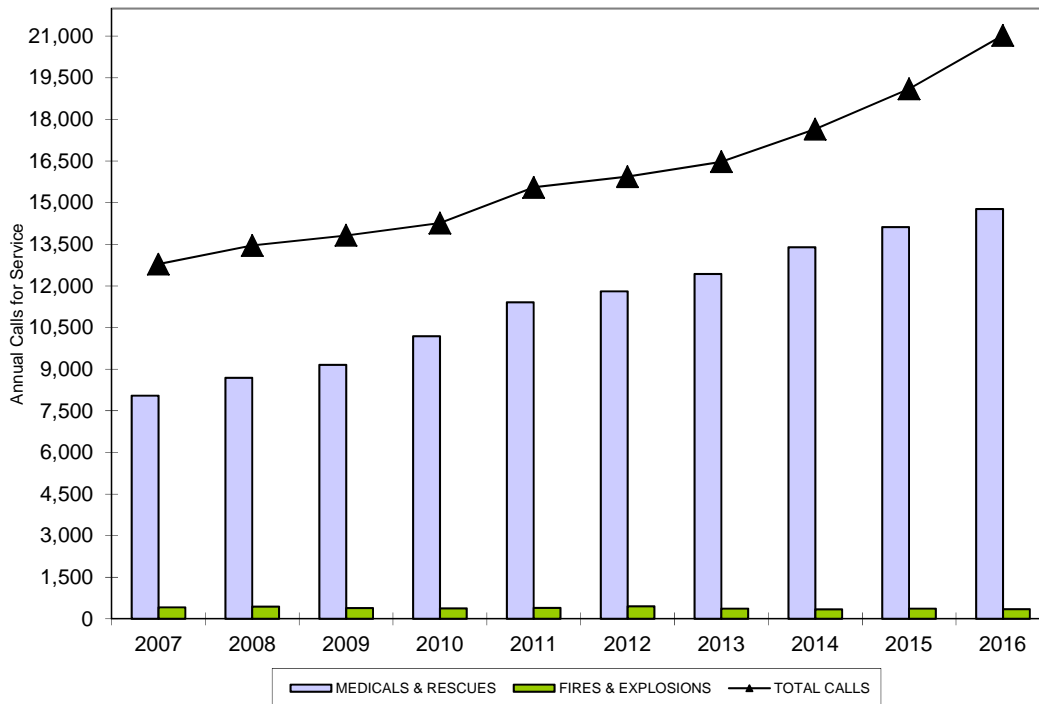
- Assisted 39 individuals during and after emergencies.
- CART was dispatched to respond 16 times and responded 100% of the time.
- With a no-cost agreement with two local hotels, CART was able to provide temporary shelter following emergency operations for 12 customers on four separate occasions.
- PFA continues to use a single source restoration company under a contractual agreement for board up services.
- CART contacted the American Red Cross for assistance on four occasions.
- The restoration company was used for board up services on eight structure fires. On two occasions, the homeowner or management company contacted their own restoration company.

Fire Suppression

In 2016, the Poudre Fire Authority experienced a 10.09% increase in total calls (in- and out-of-district). This represents a request for service on the average of one call every 25 minutes or 57.61 incidents per day.

Attached is graphic information on calls responded to by PFA in 2016 and comparison statistics for previous years.

TEN YEAR CALL TREND



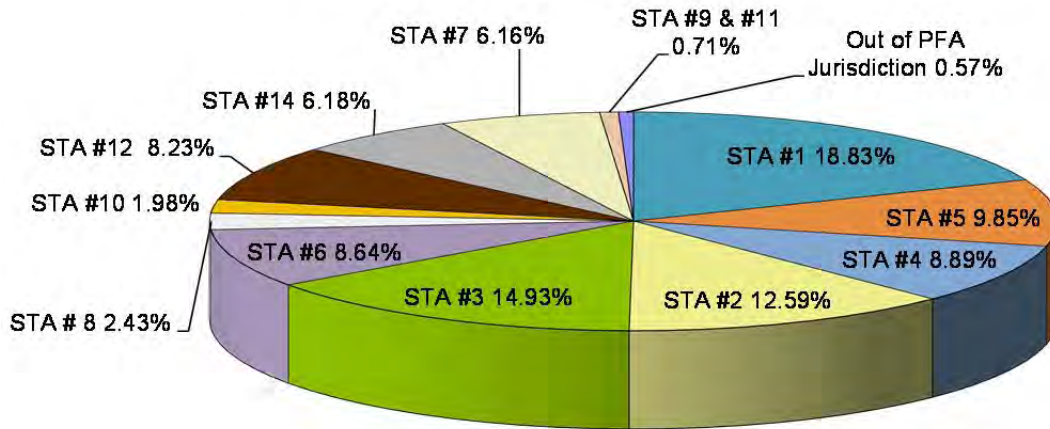
In 2016, 84.61% of in-district calls were inside the City limits and 15.39% were in the Poudre Valley Fire Protection District.

2016 90th Percentile Response Baseline Performance First-Arriving Unit

Response Zone	2016 1 st Quarter	2016 2 nd Quarter	2016 3 rd Quarter	2016 4 th Quarter	2016 Aggregate
Urban	7:27 N=1,425	7:34 N=1,477	7:17 N=1,528	7:11 N=1,479	7:23 N=5,909
Suburban	10:15 N=216	9:16 N=224	9:24 N=267	10:01 N=222	9:39 N=929
Rural	17:05 N=46	16:29 N=60	15:29 N=60	15:01 N=37	16:11 N=203

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)

PERCENT OF TOTAL CALLS BY STATION

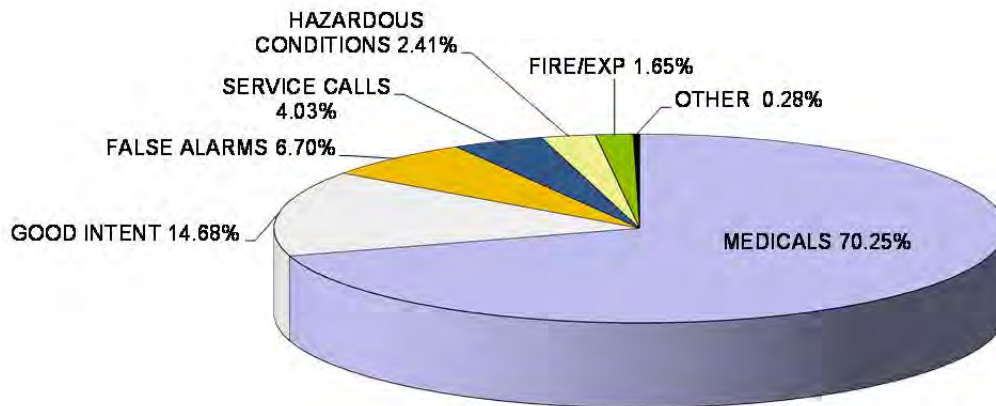


Station 1 continues to be PFA's busiest station, with 18.83% of all calls occurring in its area.

Station 1*	3,960
Station 5*	3,140
Station 4	2,647
Station 2	2,072
Station 3	1,870
Station 6	1,816
Station 10	1,730
Station 12	1,300
Station 14	1,295
Station 7	512
Station 8*	417
Volunteer Stations 9 & 11	149
Out of PFA Jurisdiction	<u>120</u>
Total	21,028

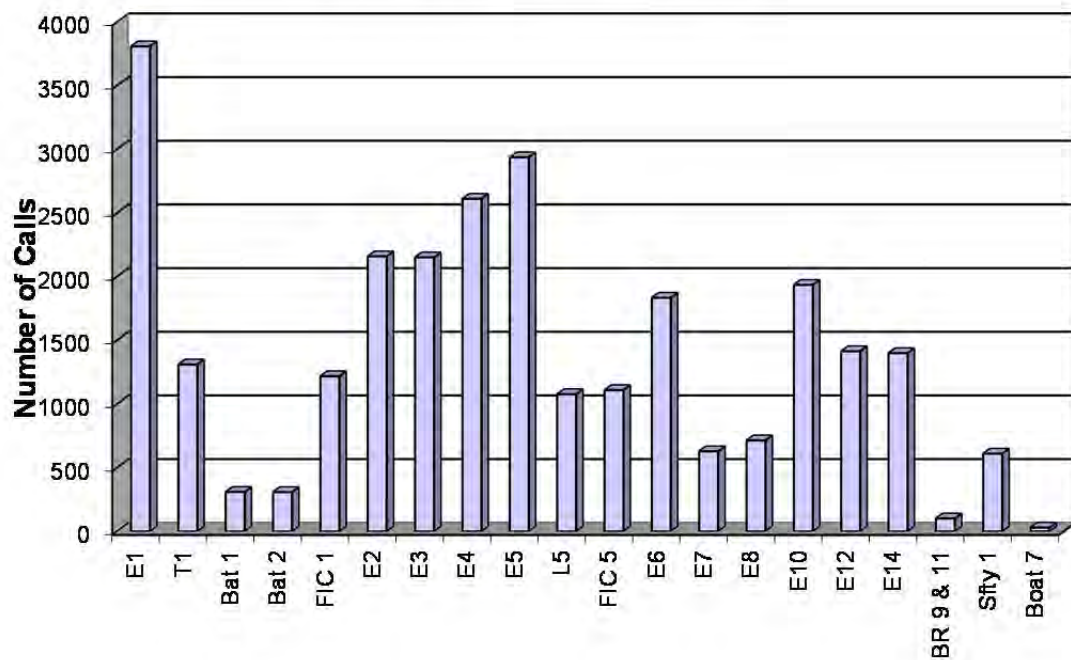
*Stations 1 and 5 house two fire companies, and the total number of calls is for both companies. 2016 was Station 8's first full-year as a fully-staffed station.

PERCENT OF CALLS BY TYPE OF CALL



Call Type by NFIRS Category	2015	2016	% Change
Medicals	14,120	14,772	4.62%
Good Intent Calls	2,052	3,087	50.37%
False Alarms	1,293	1,409	9.06%
Service Calls	755	847	12.33%
Hazardous Conditions	468	506	7.66%
Fires/Explosions	373	348	-9.38%
Other Requests for Service	39	59	-6.35%
Total	19,100	21,028	10.09%

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.

Hazardous Materials Response Team

In 2016 the PFA Hazmat Team billed \$6,758.62 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.

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Promote emergency preparation, response, mitigation, recovery and resiliency across the organization in collaboration with other community efforts	Core Competency 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.	Maintain a minimum level of hazardous materials technicians assigned to the Operations Division meeting the CFR 29 Standard	N/R	N/R	31
		90 th percentile response time of Operational trained personnel; arrival of first unit (Ops personnel trained by Hazmat Program, PFA jurisdiction	15:01	13:33	9:50
		90 th percentile response time of Technician level responders non-emergent, PFA jurisdiction	31:57	35:17	33:50

N/R = Not Reportable

Technical Rescue

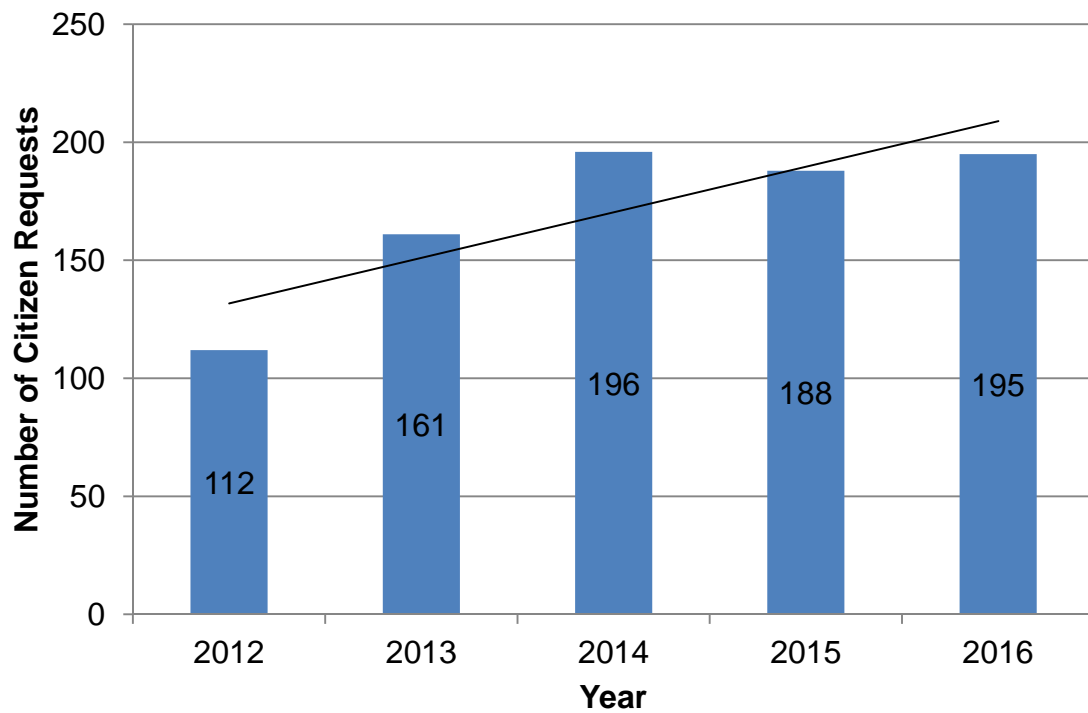
Strategic Goal	Performance Measure	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	% of time qualified staff available to respond to technical rescue calls	100%	100%	100%
Be an accountable, values-driven workforce that cares for the community and each other	90 th percentile response time for a rescue specialist to arrive on scene of a technical rescue (1 st support unit arrival)	12:08	13:08	12:08

Technical Rescue Five-Year Summary (By Dispatch Type)

Call Type Description	2011	2012	2013	2014	2015	2016	5-Year Total
Elevator Rescue	50	51	48	91	96	89	375
Motor Vehicle Accidents with Extrication	48	40	77	74	57	78	326
General Rescue Responses	2	5	11	5	8	7	36
Search for Lost Persons	1				1	1	2
Water Rescues (Swiftwater, Stillwater, and Ice)	17	16	25	26	26	20	113
Total Per Year	118	112	161	196	188	195	852
Percent Change	34.09%	-5.08%	43.75%	21.74%	-4.08%	3.72%	

The above table represents the five-year activity trend for dispatched technical rescue incidents responded to by PFA. This data indicates an average annual increase of 12.01%

Citizen Requests for Technical Rescue Calls 2012 - 2016



Volunteer Program

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Promote emergency prevention, preparation, response, mitigation, and recovery across the organization in collaboration with other community efforts	5G.1: Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of emergency medical incidents.	% of PFA volunteers attending at least 12 volunteer specific training events	N/R	N/R	63%
	5K.1: Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of emergency medical incidents.	Volunteer Retention Rate	N/R	N/R	96%
Reduce the frequency and severity of emergency incidents	5K.1: Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of wildland emergency.	Total calls in Sta. 9 & Sta. 11 areas / total responses	23%	12%	25%

N/R = Not Reportable

2016 Calls at Volunteer Stations

Station	1 st Qtr 2016		2 nd Qtr 2016		3rd Qtr 2016		4 th Qtr 2016		2016	
	Calls	Resp.	Calls	Resp.	Calls	Resp.	Calls	Resp.	Calls	Resp.
9	27	4	41	19	54	32	20	10	142	65
11	0	0	1	5	5	9	2	4	8	18

**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%
2016*	50	32	44%
2016 (Memorial Day- Labor Day)	73	45	61%

*June through September dates were staffed in 2015 with similar comparison in 2016.

Wildland Team

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	<i>5K: The agency operates an adequate, effective, and efficient program directed toward wildland firefighting.</i>	Perform all Wildland Outreach and Planning Initiative assessments directly requested by homeowner within 30 days	100%	100%	100%
Promote emergency prevention, preparation, response, mitigation, and recovery across the organization in collaboration with other community efforts					

Synopsis of 2016 Wildland Statistics Included in this Report

Category	Statistic	Comment
PFA wildfire responses	110 In-district and Mutual Aide	Five year average is 73 fires
WUI home assessments completed to PFA residents	60 new, 12 reassessments	
Home assessments made previously and available online	1,279 to date	Data is available to residents and emergency responders
PFA out-of-district deployments	Seven deployments	Four single engine (two in CO/ two in WY), two single engine + overhead (one Boulder County/one Larimer), one overhead (Montana).
PFA Shift personnel completion of wildfire refresher training	95%	
New PFA volunteers hired and trained in wildfire	Five firefighters	24 active firefighters in program
New PFA wildfire trained seasonal employees	Four firefighters	
New PFA brush units put into service	Three brush units	One Type 3 and two Type 6

PFA Responses to Wildfires

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year to Date
Avg. 2011-2015	20	25	26	8	79
2016	14	25	42	29	110

Support Division Outcomes

Strategic Objective	Support Division Outcomes			
	Targeted Outcome Measures	Actual 2014	Actual 2015	Actual 2016
4G	PFA Environmental Impact Ratio/Score	N/R	N/R	N/R
1E	% of EMS cases adhering to current EMS protocols	Under Review	Under Review	Under Review
1E	% patients treated for respiratory distress that show improvement after treatment by PFA EMS	98%	100%	100%
3C	% diversity applicants—minority identified	Under Review	N/R	18%
3C	% diversity applicants —female	N/R	N/R	7.4%
3C	% diverse applicants on eligibility list—minority	25%	25%	25%
3C	% diverse applicants on eligibility list —female	8%	8%	8%
3C	% diverse recruit firefighters—minority	25%	25%	25%
3C	% diverse recruit firefighters —female	8%	9%	9%
3C	% decrease (if any) of firefighters 3 years post-hire—minority or ethnicity	0%	0%	0%
3C	% decrease (if any) of firefighters 3 years post-hire—female	0%	0%	0%
3C	Workers' Compensation Experience Modifier	1.03	.86	.78
3B	Department Composite Competency Score – Didactic	N/R	N/R	100%
3B	Department Composite Competency – Practical	N/R	N/R	100%
4F	Internal IT Security – Failure Rate of PFA initiated security challenges/# of employees	N/R	N/R	N/R

N/R = Not Reportable



Emergency Medical Services

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents Be an accountable, values-driven workforce that cares for the community and each other	Core Competency 5G.4: Standard operating procedures or general guidelines, and standing orders/protocols, are in place to direct EMS response activities and to meet the stated level of EMS response.	Passing percentage of pre-hospital protocol test (1 st time success rate)	N/R	N/R	N/R
		Aggregate percentage of maximum allowed interventions appropriately administered	N/R	N/R	N/R
	5G.8: Patient care records receive an independent review and the agency has a quality assurance program in place.	% EMS calls reviewed for quality of care, appropriate documentation and protocol compliance	25%	25%	25%

N/R = Not Reportable

EMS Response Information for 2016

- 14,772 Medical responses in 2016, an increase of 651 calls over 2015.
- 79 Cardiac arrests occurred, requiring CPR
 - An Automatic External Defibrillators (AED) was used in 26 of these calls
- 688 patients had cardiac symptoms or non-traumatic chest pain
 - 152 patients received Aspirin to decrease the potential of cardiac damage
- 428 Respiratory Distress responses, 78 of which required airway control
 - 50 oral airways, 24 nasal airways, and four King tubes
 - 59 patients required ventilation assistance
- 857 Patients were unconscious or suffered an altered level of consciousness
 - 434 patients in seizure
- 107 Patients suffered a diabetic emergency
- 1,181 Patients suffered some form of minor trauma, with 94 patients suffering major trauma
 - 116 patients received splinting for their injuries
 - 96 required bleeding control



- 613 Patients were suspected of alcohol or drug related issues
- 182 Patients received drug administration other than oxygen (Aspirin, Albuterol, Benadryl, or Glucose)
- 46 Patients suffered an allergic reaction, with six suffering anaphylactic shock
- Three pregnant patients delivered in the field

Emergency Medical Service Performance Management

Strategic Goal	Primary Self-Assessment Category/ Criterion	Output Measures	2016 Actual*
Reduce the frequency and severity of emergency incidents	N/A	Respond to inquiries from NLCERA member agencies and the transport provider within one business day from submittal	90%
		Provide monthly response performance reports to the transport provider for data comparison by the 5 th day of the month	100%

*2016 is the first year of program implementation

Equipment Maintenance

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2016 Actual*
Maintain community trust by being effective and accountable stewards of the community and PFA's resources	Core Competency 6D.1: An apparatus maintenance program is established. Apparatus maintenance is conducted in accordance with the manufacturer's recommendations and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance. Core Competency 6D.5: Current standard operating procedures or general guidelines are in place to direct the apparatus maintenance program.	Diesel Fleet - Ratio of service hours compared to total miles driven	90%
		Diesel Fleet - Ratio of annual downtime in days compared to total miles driven	100%

Facilities Maintenance

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Maintain community trust by being effective and accountable stewards of the community and PFA's resources	<p>4B.3: Any projected operating deficit (expenditures exceeding revenues in a budget year) is explained, and a plan developed to rectify the deficit.</p> <p>Core Competency 6B.3: Physical facilities are adequate and properly distributed in accordance with stated service level and standards of cover.</p> <p>Core Competency 6B.4: Facilities comply with federal, state/provincial and local codes and regulations.</p>	Total Maintenance and Repair Cost in \$/Total Square Foot Area of Facilities Maintained	N/R	.54	.82

N/R = Not Reportable

Information Technology

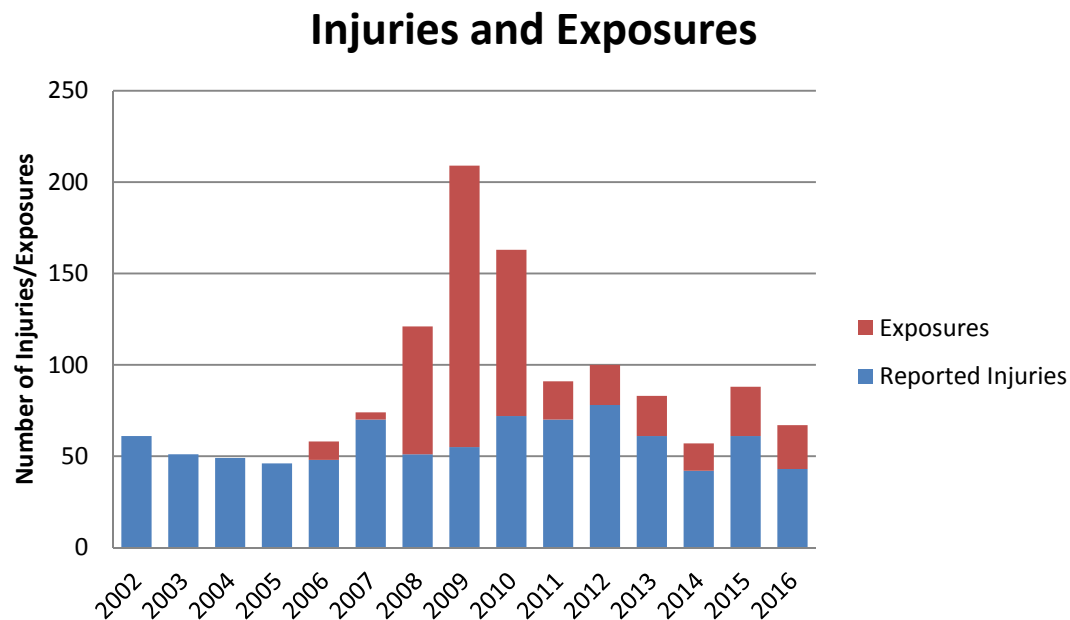
Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Be effective stewards of the community and PFA's resources	9C.3: Technological resources (e.g., telecommunications equipment, computer systems, general business software, etc.) and the information management system are appropriate to support the needs of the agency. Access is available to technical support personnel with expertise in the systems deployed by the agency.	% Satisfaction rating as assessed on IT end-user survey	N/R	N/R	87.70%
		% up-time for Fire Records Management System	N/R	98.99%	99.04%
		% up-time for IT infrastructure	N/R	N/R	99.01%
		Number of suspected malware incidents/year	N/R	N/R	77
		% of helpdesk problems resolved	N/R	90.63%	94.79%
Reduce the frequency and severity of emergency incidents	Core Competency 2A.3: The agency analyzes the community by service area/population density for the purpose of developing total response time standards.	% of submitted map changes distributed in hard copy within 6 months from date of receipt.	98%	75% * (note on next page)	95%
		% of custom program reliability as measured by help-desk submittals	N/R	N/R	N/R
		% of submitted changes entered into GIS database within 7 days.	N/R	98%	100%
4F	Support Division Outcomes – Strategic Objective 4F	Internal IT Security – Failure Rate of PFA initiated security challenges (lower % better)	N/R	N/R	7.93%

N/R = Not Reportable

*Field checks of map coordinates fell in 2015 due to GIS workload on several large projects. These checks will be completed prior to printing of map books and GIS resumed the higher level of field checks in 2016.

Occupational Health & Safety Program

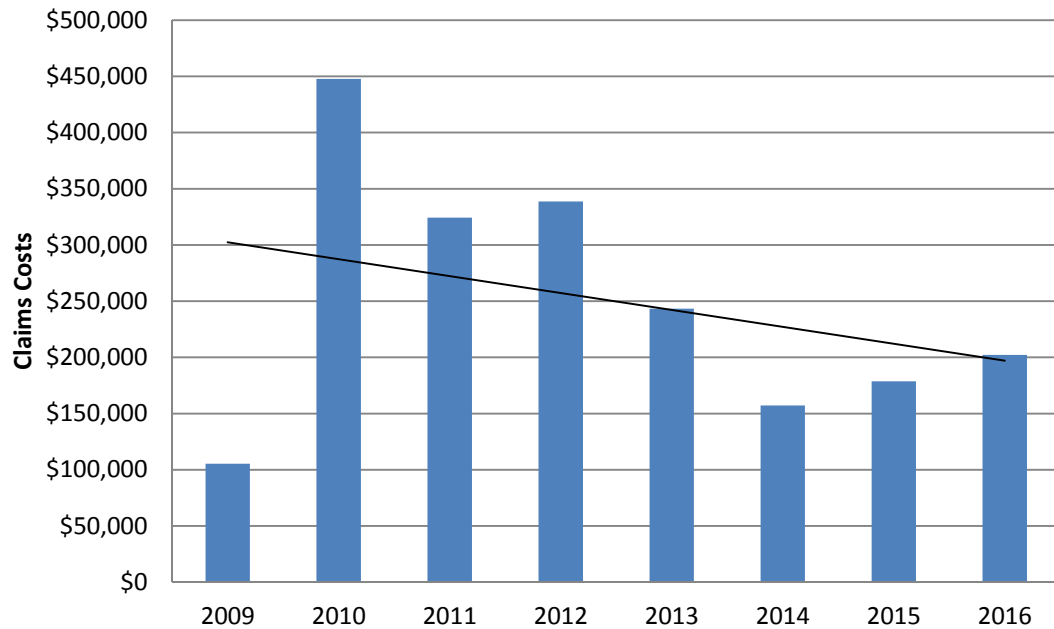
Injuries and Exposures



Workers' Compensation Costs

The following chart illustrates the cost paid by PFA's workers' compensation insurance carrier.

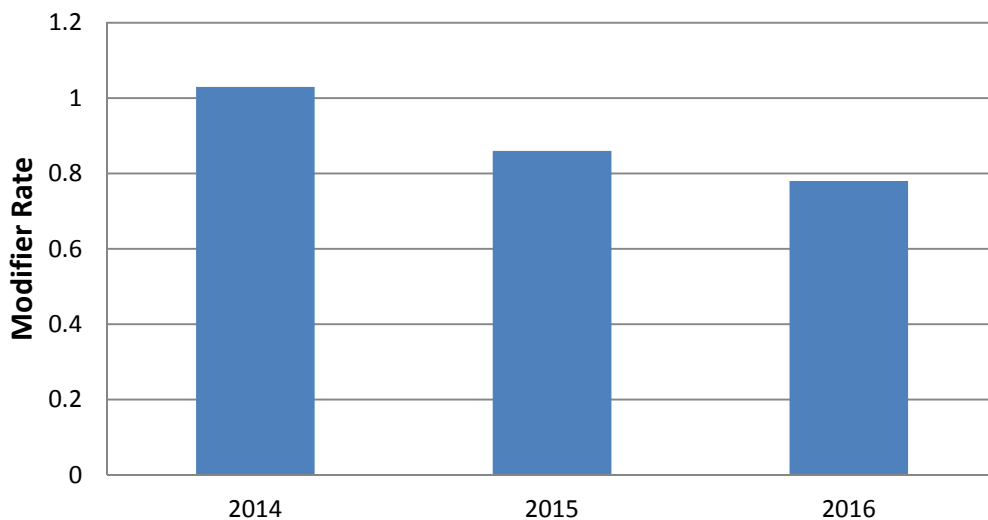
Workers' Comp Claims Costs Paid by Insurance



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 results in a modifier rate of .78.

Experience Modifier

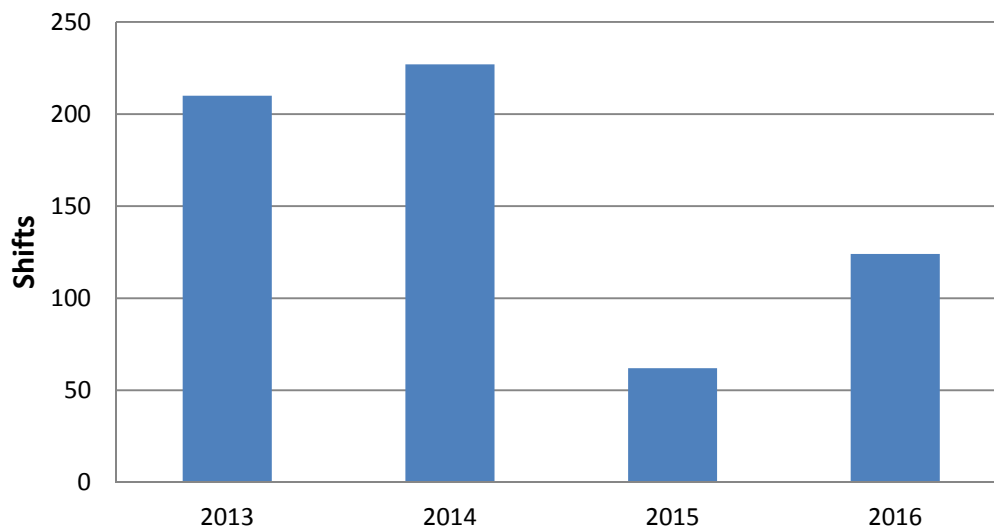


Lost Time and Modified Duty

Another cost to PFA due to injuries is in lost time until an employee is returned to full duties. Personnel can be placed on modified duty for

injuries in which 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.

Shift Days Missed

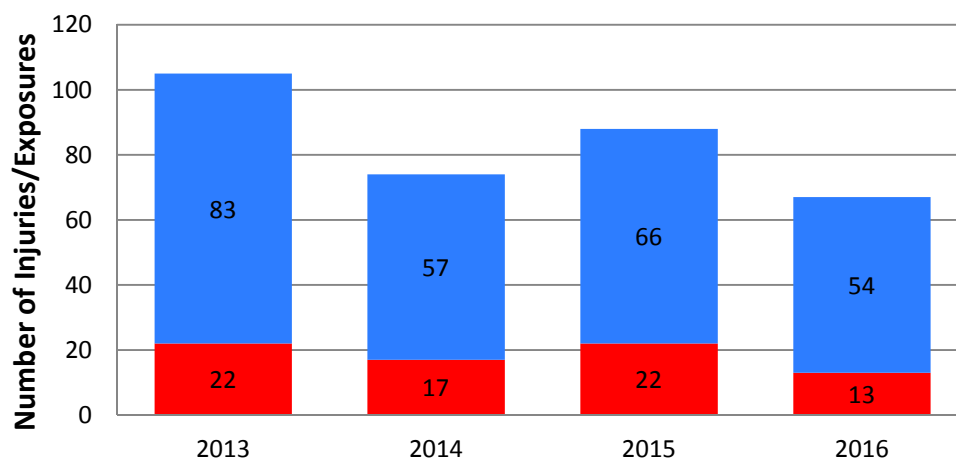


Work-related modified duty plus Injury leave hours- shown as shift days missed

Severity of Injury

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

Severity of Injury

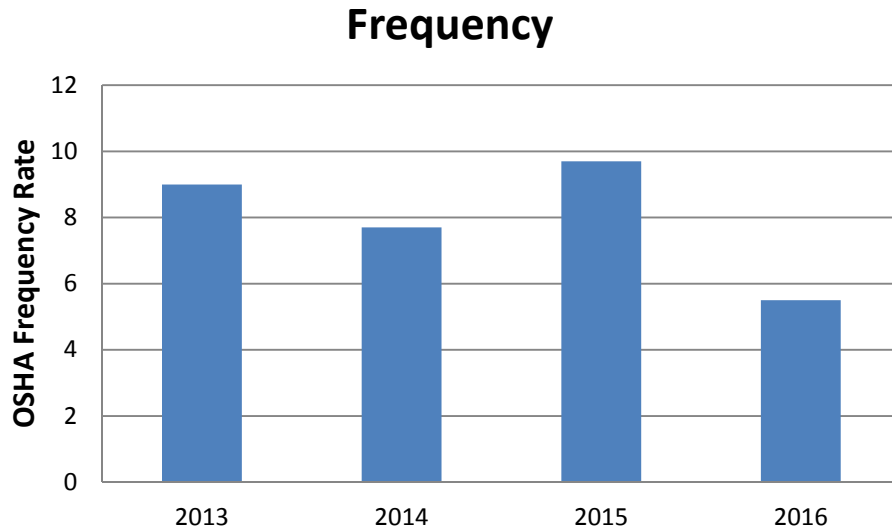


Red is OSHA recordable



Frequency

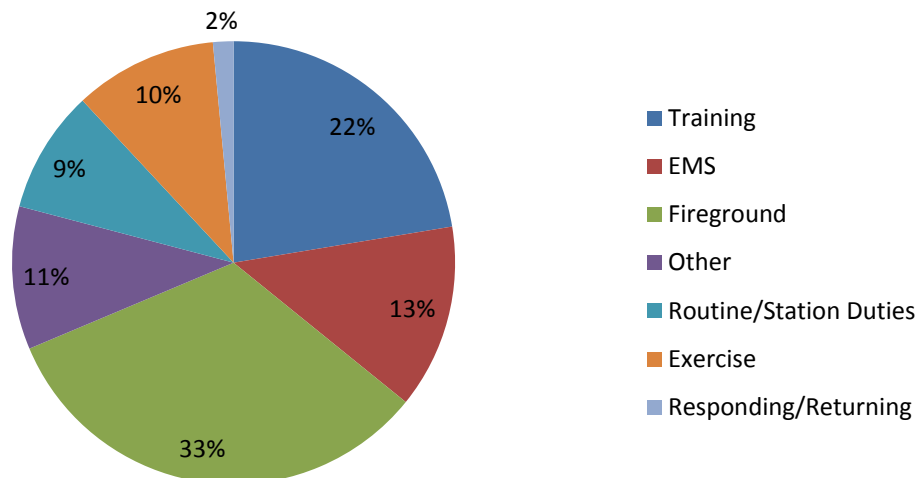
Frequency is shown using OSHA's Recordable Accident Frequency. This is calculated using the formula ($\# \text{ injuries} \times 200,000 / \text{number of hours worked}$). A lower frequency number relates to fewer injuries. This formula allows a national comparison, which for the fire service is 10.2.



Activity at Time of Injury and Injury Type

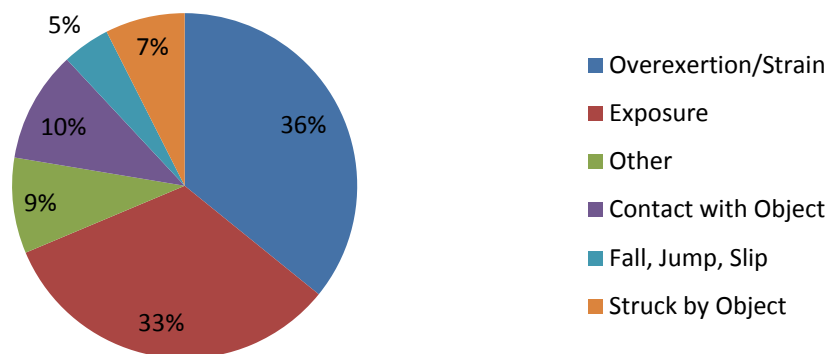
The charts below illustrate the activity at time of injury and the injury type based on National Fire Protection Association classifications. Nationally fireground injuries account for almost half of all injuries. The fireground is the most dynamic and uncontrolled work environment and PFA personnel make significant efforts in keeping this injury rate low in such conditions.

2016 Reported Injuries/Exposures Activity



Activity at Time of Injury	2016	Five Year Average
EMS	23	19
Fireground	22	20
Training	15	16
Exercise	7	7
Routine/Station Duties	6	11
Responding/Returning	1	2
Other	7	10
TOTAL	81	85

2016 Reported Injuries/Exposures by Injury Type

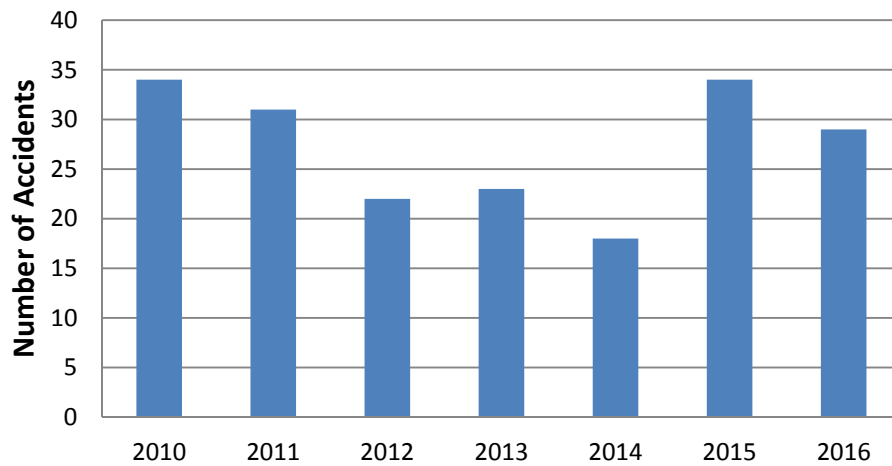


Injury Type	2016	Five Year Average
Overexertion/Strain	24	26
Exposure	22	25
Contact with Object	7	6
Struck by Object	5	6
Fall, Jump, Slip	3	9
Other	6	10
TOTAL	67	82

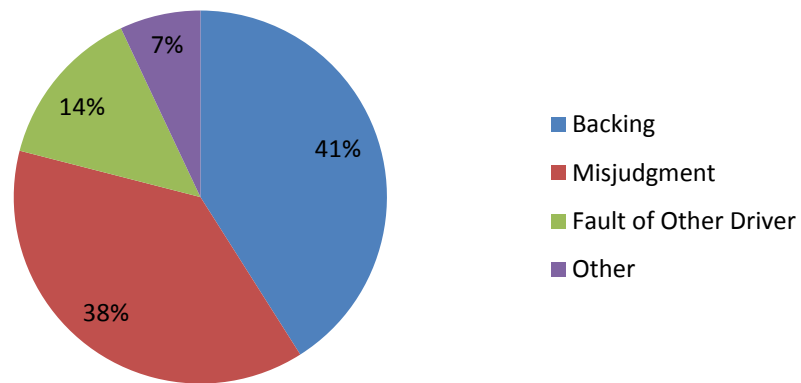
Vehicle Accidents

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.

PFA-Owned Vehicle Accidents



2016 PFA-Owned Vehicle Incidents



Vehicle Incident Cause	2016	Five Year Average
Misjudgment	11	14
Backing	12	4
Fault of Other Driver	4	4
Failure to Yield to Emergency Vehicle	0	.5
Equipment Failure	0	1
Other	2	2
TOTAL	29	25.5

Self-Contained Breathing Apparatus Maintenance

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Be an accountable, values-driven workforce that cares for the community and each other	6F.5: A safety equipment inventory control and maintenance tracking system is in place and current.	# of Service Requests/# of SCBA Airpacks	N/R	N/R	.66

N/R = Not Reportable

Training Division

Training Hours

In January 2016, PFA implemented Target Solutions as its Learning Management and Training Records Management System. This new program allows PFA to focus on a competency-based training program that meets industry standards. Target Solutions allows the PFA Training Division to analyze training programs by two groups – sanctioned and non-sanctioned training hours.

A total of 51,708 training hours are recorded into PFA's Target Solutions Program for the year 2016. This report focuses on 32,996 notable training category hours. These hours are analyzed by sanction and total hours by category.

Sanctioned training hours consist of Target Solutions assignments distributed by the Training Division. Non-sanctioned training hours consist of recorded completions that are initiated by a shift, crew, or individual. Total hours by category include sanctioned and non-sanctioned training hours. Figure 1 shows sanctioned and total training hours by category for 2016. Figure 2 represents the amount of sanctioned training recorded in Target Solutions for 2016 by percentage.



2016 Training Hours by Category

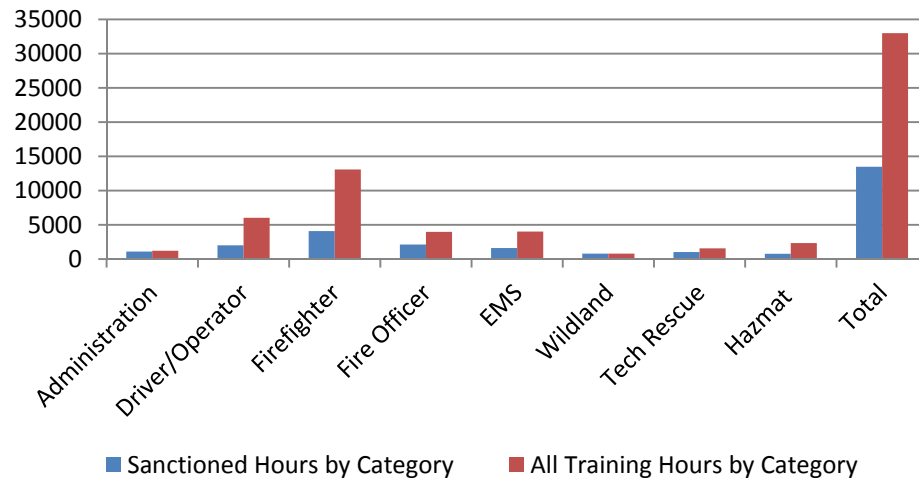


Figure 1 – Comparison of 2016 sanctioned and total training hours by category (PFA Target Solutions data).

Percent of Sanctioned Training Hours by Category for 2016

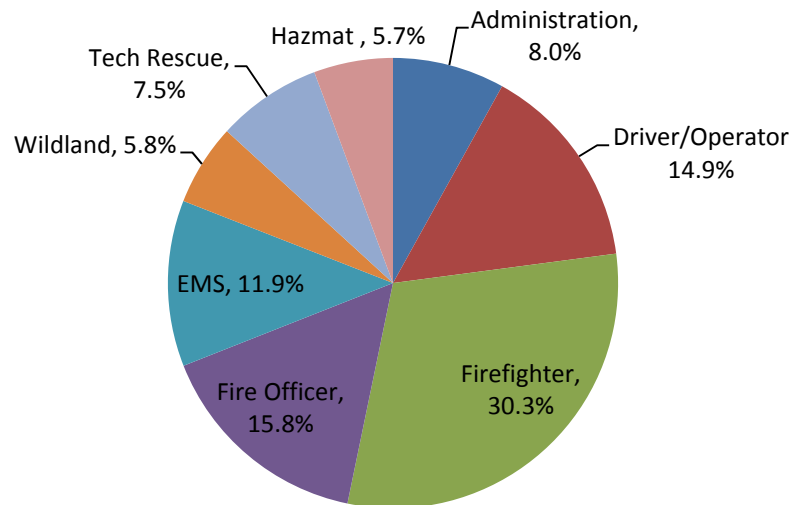


Figure 2 – Percent (in hours) of each category of training for the year 2016 (PFA Target Solutions data).

Training Facility Usage

The PFA's Training Campus operates seven days a week ,12 months per year. Figure 3 indicates a four-year trend in training facility usage by hours per group for the years 2012 to 2016. Figure 4 indicates a four-year trend in training facility use by day of week for the years 2012 to 2016.

Training Facility Use by Hours 2012 to 2016

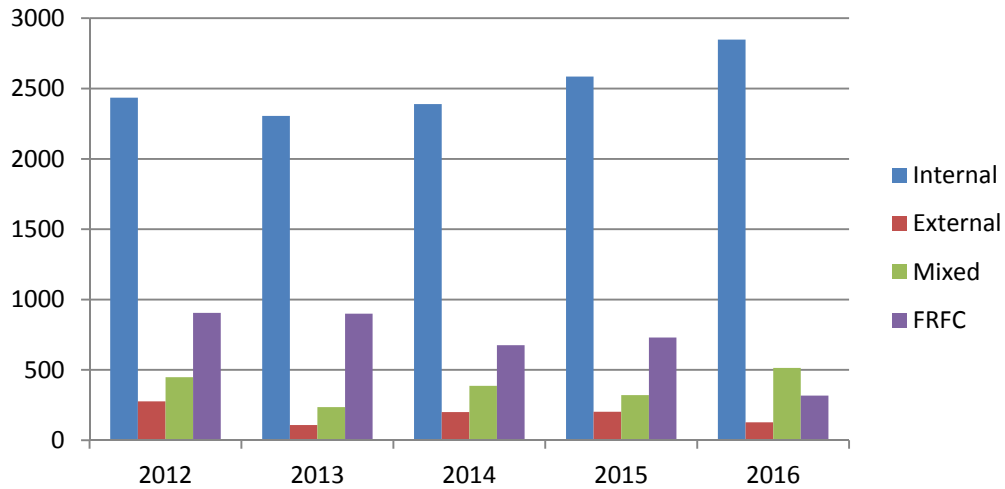


Figure 3 – Training facility use by hours for the years 2012 to 2016 (PFA SharePoint Calendar data).

Training Facility Sessions by Day by Percent for 2012-2016

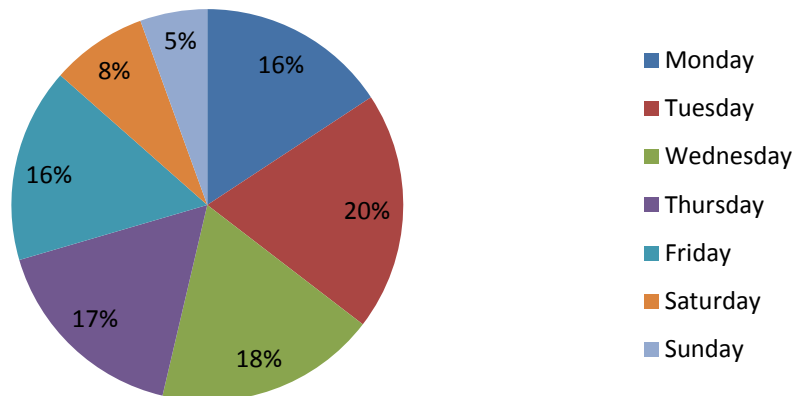


Figure 4 – Training facility use by day of week for the years 2012 to 2016 (PFA SharePoint Calendar data).

Tuition Reimbursement/Education Requests

In 2016, the Training Division spent \$37,354 for tuition reimbursement and educational class/conference requests.

Tuition reimbursement

Tuition reimbursement accounted for \$18,095 in 2016. The Tuition Reimbursement Program pays participants' tuition expenses for



accredited college-level classes. Figure 5 indicates the five-year trend for tuition reimbursement. Figure 6 indicates the number of employees by rank participating in the tuition reimbursement program from 2012 to 2016. Table 1 represents a five-year trend for tuition reimbursement costs per request. The decrease in average cost per student for 2014 and 2016 is related to the PFA Fire Officer Professional Development Program. As part of a joint venture with Colorado State University, PFA was able to negotiate reduced fees for its employees.

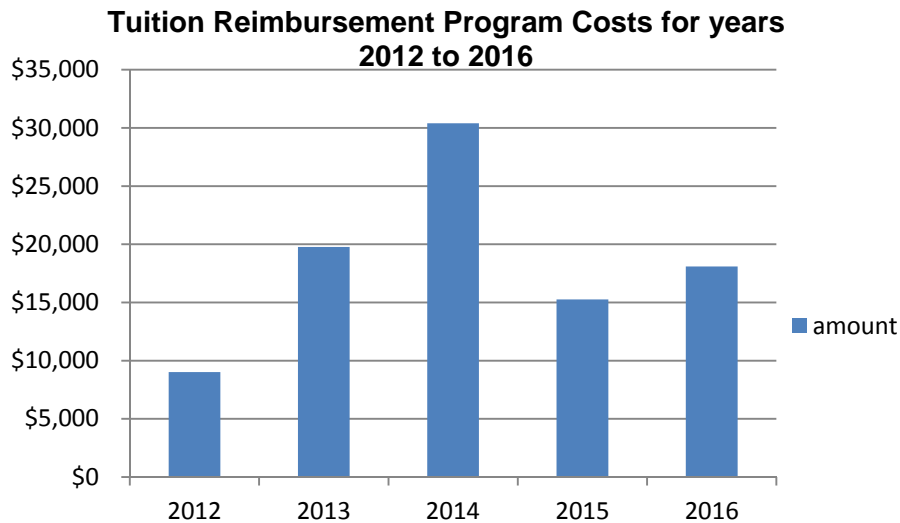


Figure 5 – Tuition reimbursement trend for the period of 2012 through 2016 (JD Edwards Data).

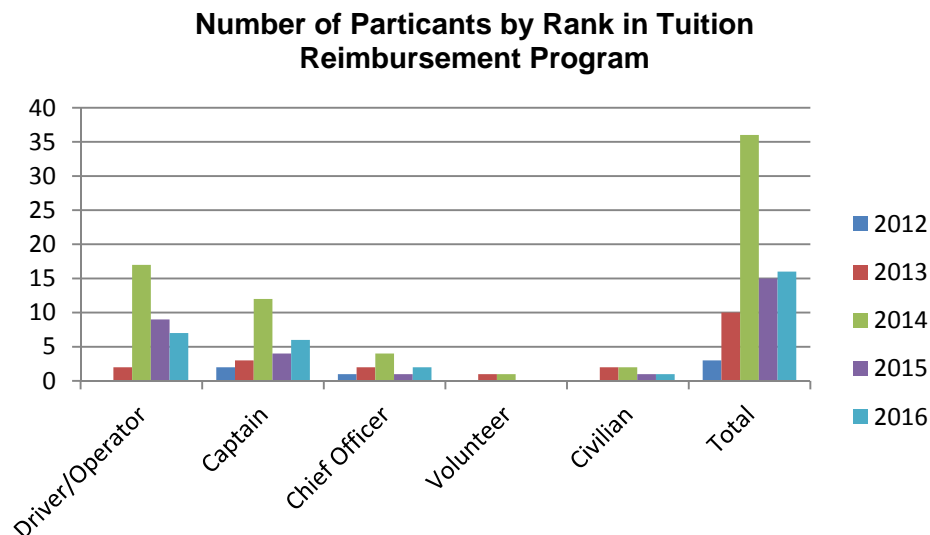


Figure 6 – Comparison of the number of participants by rank for the period of 2012 through 2016 (JD Edwards Data).

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
2016	\$18,095	16	\$1,131
Totals	\$92,552	92	\$809.31

Table 1 – Summary of tuition reimbursement costs as an average per participant from 2012 to 2016 (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 \$19,259 on education requests in 2016. 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 7 represents approved educational requests by rank.

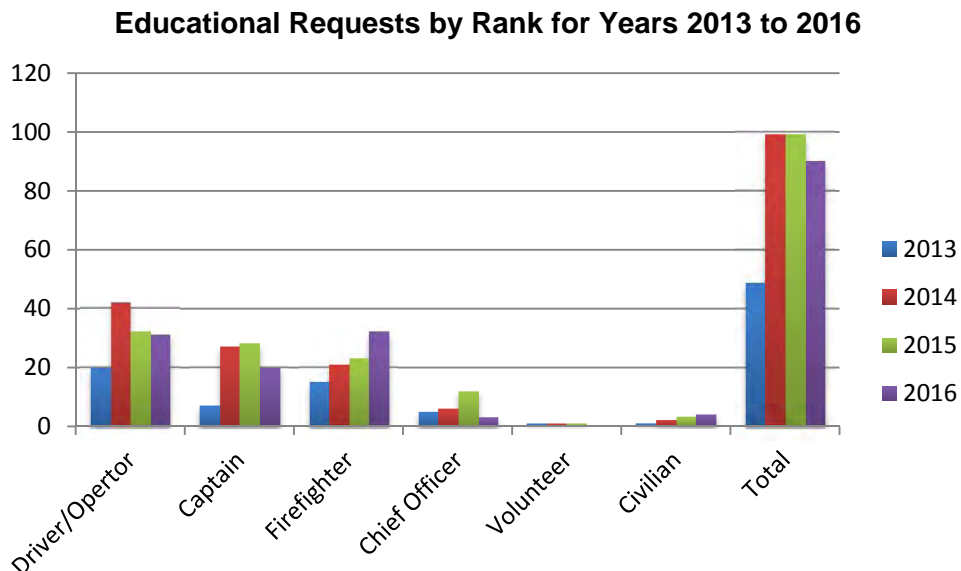


Figure 7 – Comparison of approved education requests by rank for the years 2013 to 2016.

In 2016, a total of 90 educational requests were received, of which 86 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 2016, 61 CMCB certificates were awarded to PFA personnel. The certificates issued in 2016 represent all CMCB certifications available to PFA personnel. Figure 8 is a comparison of the number of certificates issued by category between 2013 and 2016.

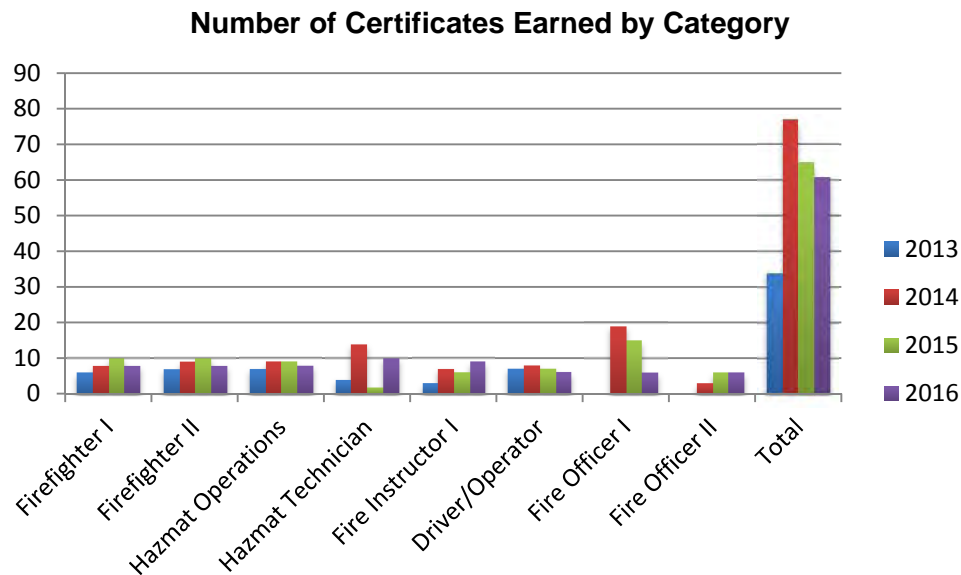


Figure 8 – Comparison of 2015 CMCB certificates earned for the years 2013 to 2016.

Training Center Operations & Maintenance

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Maintain community trust by being effective and accountable stewards of the community and PFA's resources	8C.4: Apparatus and equipment utilized for training are properly maintained in accordance with the agency's operational procedures, and are readily accessible to trainers and employees.	Number of trimester inspections of all facilities, props and equipment to identify potential safety problems, limiting exposure to hazards and lowering risk completed on time	0	0	1

Employee Training & Development

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Be an accountable values-driven workforce that cares for the community and each other	8B: Training and Education Program Performance Training/ education programs are provided to support the agency's needs.	Basic Skills – Completion rate of Target Solutions assignments within designated timeframe	N/R	N/R	100%
		Driver Operator - Completion rate of Target Solutions assignments within designated timeframe	N/R	N/R	100%
		Driver Operator – Provision of DO academy during calendar year	1	1	1
		Truck Driver/Operator - Completion rate of Target Solutions	N/R	N/R	100%

		assignments within designated timeframe			
		Officer Development – Provision of Fire Officer I and II classes in conjunction with CSU	1 each	1 each	1 each
		Officer Development – Provision of Fire Instructor I classes	N/R	2	2
		Officer Development - Completion rate of Target Solutions assignments within designated timeframe	N/R	N/R	100%
		Officer Development - Provision of Captain/BC academy during calendar year	Two times per year	One time	Two times per year
	Core Competency 8B.4: The agency provides for evaluation of individual, company, or crew, and multi-company or crew performance through performance-based measurement	Review, develop and deliver Company Performance Tasks (CPTs) used to evaluate crews on core competencies	Two times per year	One time	Two times per year
		Review, develop and deliver Driver/Operator competency evaluations	N/R	N/R	1
	8B.5: The agency maintains individual/ member training records.	Maintain training records/certifications throughout the year to NFPA standard	N/R	100%	100%
		Analyze training records annually for ISO, regulatory, and PFA policy compliance			

N/R = Not Reportable

Recruit Fire Academy

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Revised
Be an accountable, values-driven workforce that cares for the community and each other	Core Competency 8B.4: The agency provides for evaluation of individual, company, or crew, and multi-company or crew performance through performance-based measurements.	% of recruits that complete the FRFC Recruit Academy to be certified at a minimum of Firefighter-I and Hazmat Operations	89%	100%	100%
	7B.5: A new member orientation program is in place.	% of recruits who successfully complete their post academy introductory period within one year	100%	100%	100%
		% of recruits who complete a task book prior to the end of their introductory year	100%	100%	100%

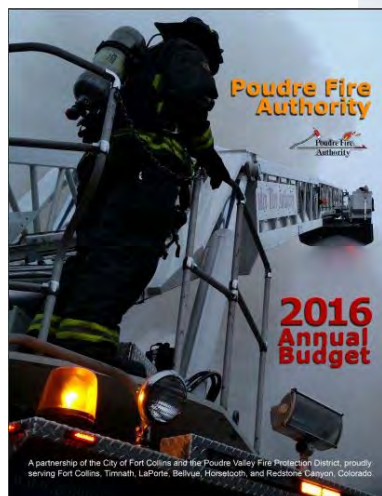
Certification

Strategic Goal	Primary Self-Assessment Category/Criterion	Output Measures	2014 Actual	2015 Actual	2016 Actual
Be an accountable, values-driven workforce that cares for the community and each other	8A.4: The agency has identified minimum levels of training required for all positions in the organization	% of firefighters possessing required certificates based on their eligibility and current policy	100%	100%	100%
		% of firefighters passing training programs and obtaining certifications	100%	100%	100%
	8B.1 A process is in place to ensure that personnel are appropriately trained.	% of Captains and BCs certified to Fire Officer I	80%	85%	100%
		% of Captains certified to Fire Officer II	N/R	N/R	32%
		% of BCs certified to Fire Officer II	N/R	N/R	45%
	8B.5: The agency maintains individual/member training records.	% of current certifications filed electronically in a searchable format	100%	100%	100%

N/R = Not Reportable

Administration Division Outcomes

Administration Division Outcomes				
Strategic Objective	Targeted Outcome Measures	Actual 2014	Actual 2015	Actual 2016
3C	7B.4: The agency's workforce composition is reflective of the service area demographics or the agency has a recruitment plan to achieve the desired workforce composition - % of minority firefighters	12.6%	13.6%	14.1%
3C	Demographic Data (hiring diversity) - % diverse recruit firefighters - minority	25%	No Hiring Process	25%
3C	Demographic Data (hiring diversity) - % recruit firefighters - female	7%	No Hiring Process	9%
4B	% of budget underspent at year-end	1.6%	2.2%	2.24%
4B	Percent of accepted 2015 Accreditation Peer Team Recommendations Implemented	N/A	20%	50%
4D	Financial audit findings indicating financial statements are in compliance with established accounting practices	100%	100%	Audit finalized in Spring 2017



Fire Station 8 Grand Opening

2016 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 (2016 national data will become available between September and November, 2017). The 2016 Benchmarking survey participants have been reviewed and changes made to reflect comparable population, college or university in community, non-municipal fire departments (where possible), and accredited agencies thereby creating a more accurate comparison and aligning long-term direction. The participants include Arvada Fire Protection District, Boulder Fire Rescue, South Metro Fire Protection District, Colorado Springs Fire Department, Littleton Fire Rescue, Gainesville Fire Rescue (FL), Corvallis Fire Department (OR), Guelph Fire (Ontario, Canada), Rockford Fire Department (IL), Grand Rapids Fire Department (MI), Bellevue Fire Department (WA). In 2016, staff evaluated the benchmark survey and made changes 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

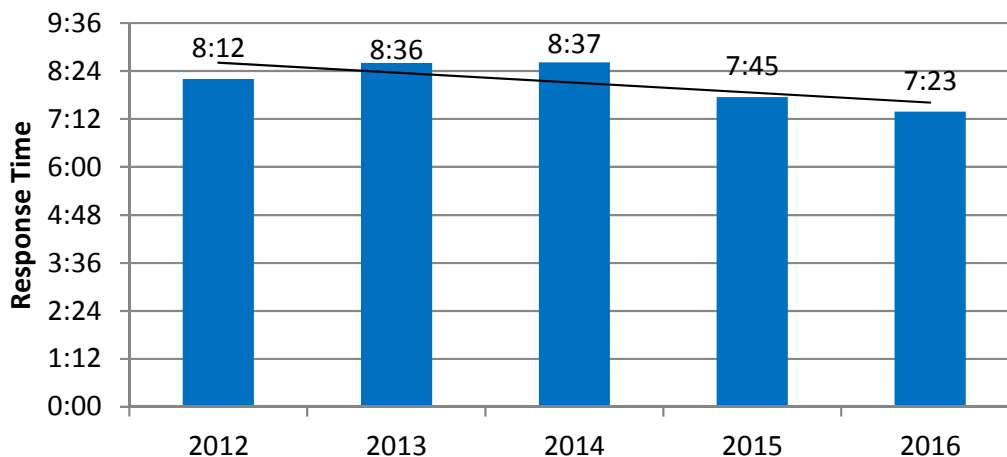
can be viewed at: <http://www.poudre-fire.org/home/showdocument?id=2983>

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 time. In the accreditation model fire departments do not report average response times, rather the time of arrival on-scene of the first due unit 90% 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 23 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 PFA's standard of 6:20 in the urban area.

90th Percentile Response Times for First Due Unit



Target Outcome 1C – Increase public awareness and change behaviors

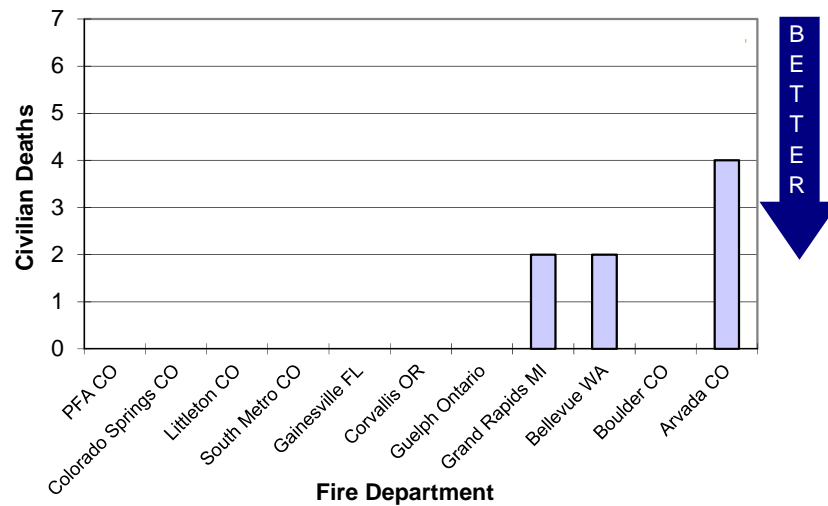


related to everyday safety threats

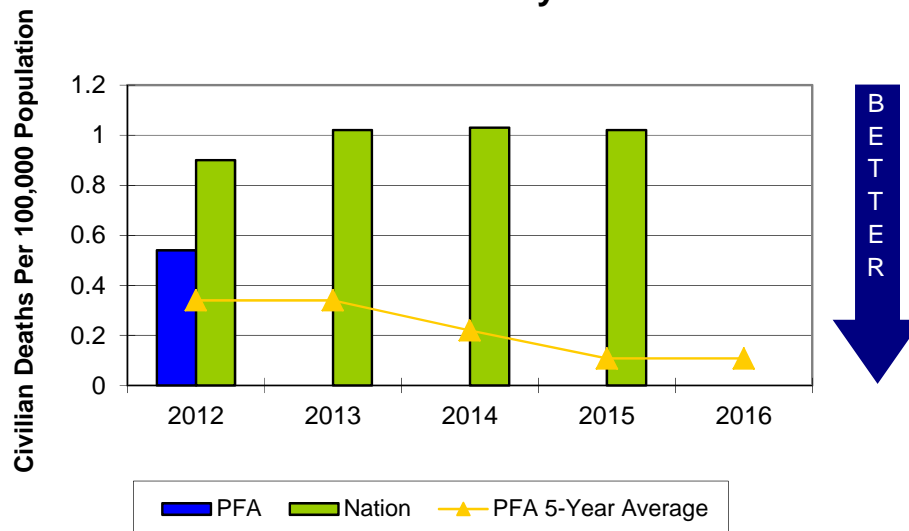
In 2012, the occupant of a residential fire was located and removed from the structure; unfortunately the occupant succumbed to the injuries. The fire was caused by careless use of smoking materials in a residence with a large amount of accumulated materials inside, which hampered rescue activities. This was the last fire death suffered in PFA's jurisdiction.

Outcome

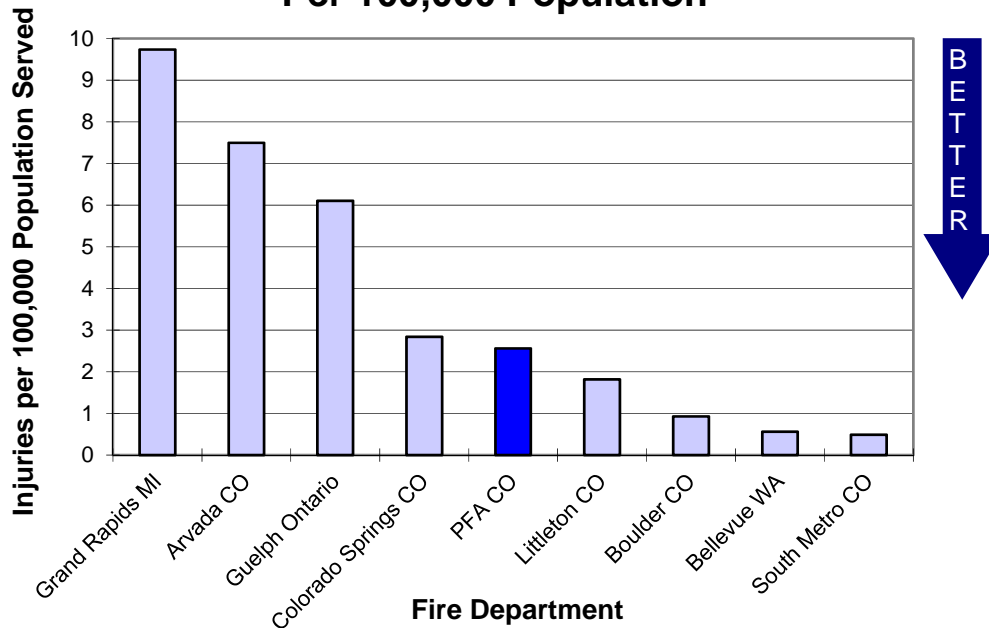
2016 Civilian Fire Deaths



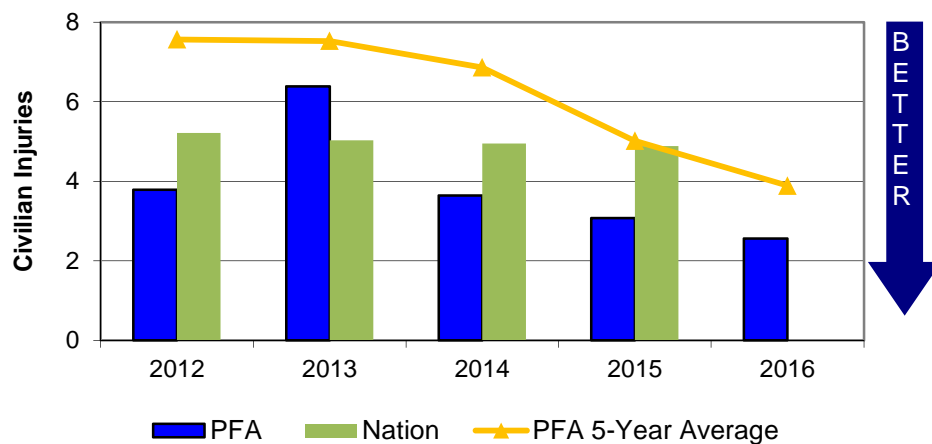
PFA & Nation Civilian Fire Deaths Per 100,000 Population and 5-Year History



2016 Civilian Fire Injuries Per 100,000 Population



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

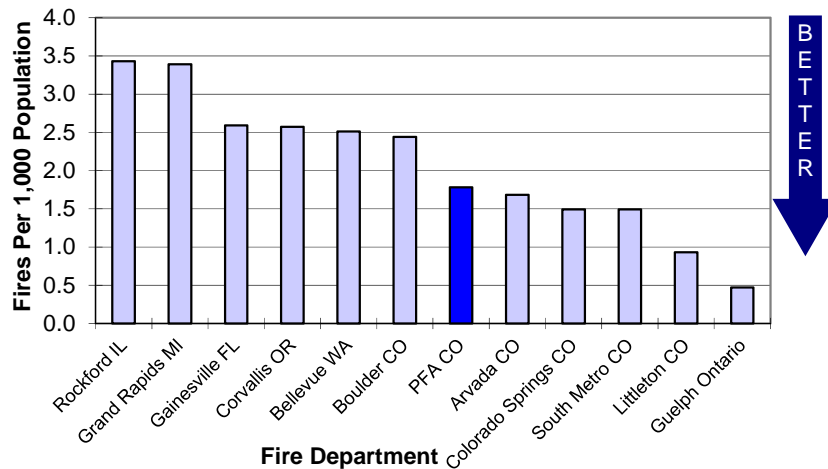


Target Outcome 1D – Increase the safety of the built environment

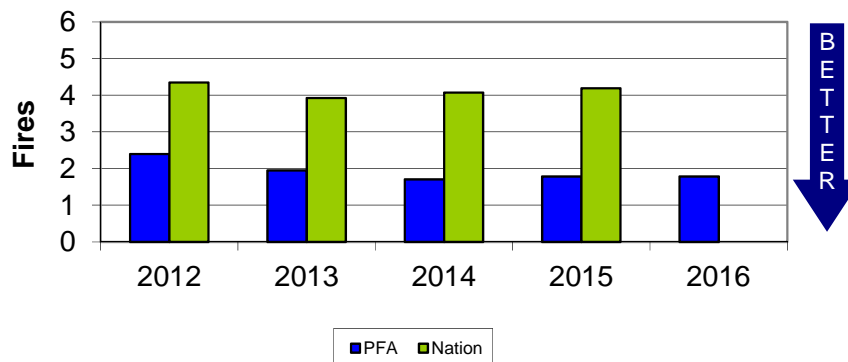
Strategic Goal	Primary Self-Assessment Category/ Criterion	Performance Measure	2014 Actual	2015 Actual	2016 Actual
Reduce the frequency and severity of emergency incidents	Core Competency 5B.1: The authority having jurisdiction has an adopted fire prevention code.	Most current International Fire Code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

Outcome

2016 Number of Fires Per 1,000 Population



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



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

Strategic Goal	Primary Self-Assessment Category/Criterion	Performance Measure	2014 Actual	2015 Actual	2016 Actual
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%	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 EMS contract compliance are reflected on page 31.

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.

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



Please refer to page 12 - Public Affairs and Education Program, page 17 - Fire Suppression Program, and page 11 - Office of Emergency Management program.

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.



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.



2016 Emergency Response Service Survey Results

Total Number of surveys mailed	975
Total Number of surveys returned	141
Percentage of surveys returned	14.46%

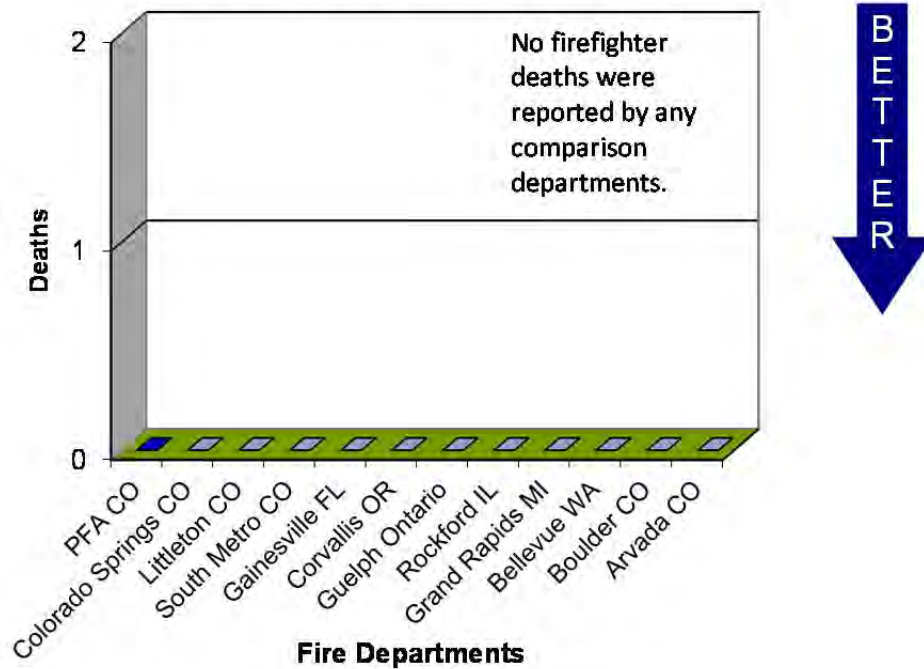
	Excellent	Good	Fair	Poor	N/A	No Answer
1. How easy was it to report your emergency to the 911 dispatcher?	78.00%	14.18%	0.00%	0.00%	0.00%	7.82%
2. Rate our response time.	82.27%	12.06%	.71%	0.00%	0.00%	4.96%
3. Rate the courtesy of the Firefighters on the scene.	90.07%	4.26%	3.55%	0.00%	0.00%	2.13%
4. Were all our actions clearly explained?	82.27%	9.22%	0.00%	2.13%	0.00%	0.00%
5. How would you rate our overall services provided?	90.78%	5.67%	0.71%	1.42%	0.00%	1.42%

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

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 2016 with zero firefighter deaths.

Outcome

2016 Firefighter Deaths



Please refer to the Occupational Health and Safety program on page 34.

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

Please refer to the Information Technology program on page 33 and the Public Affairs and Education program on page 12.

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	2014 Actual	2015 Actual	2016 Actual
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.	Recordable Accident Frequency: # of injuries x 200,000 / number of hours worked	7.7	9.7	6.8

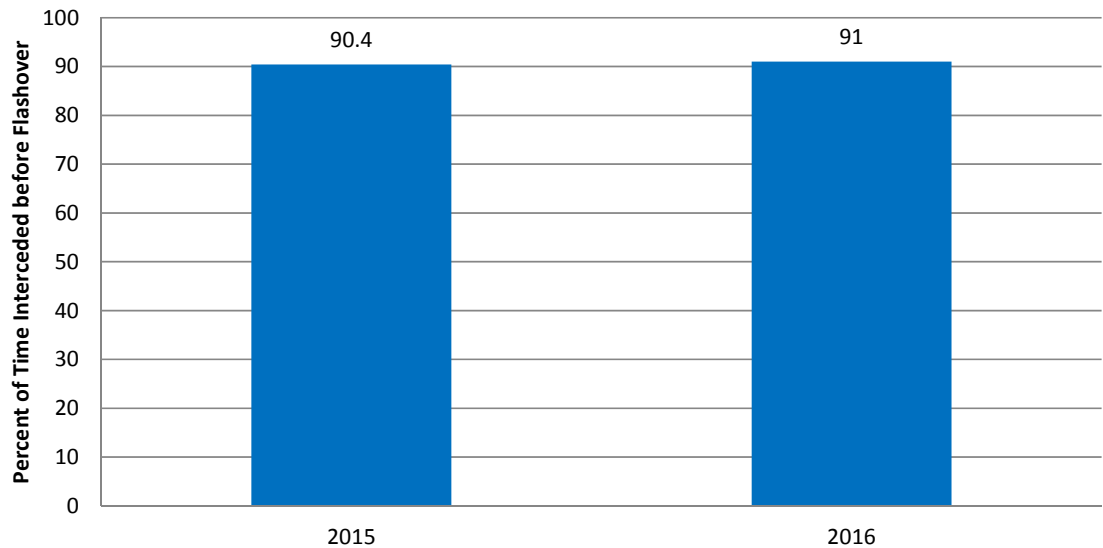
Goal 4

“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 80% 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.

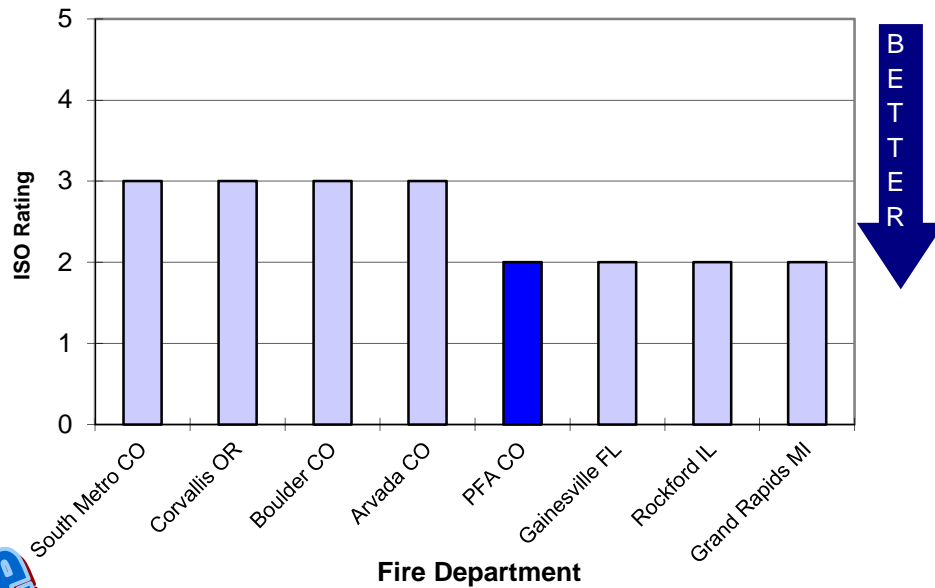
Percent of Time PFA Intercedes before Flashover (contained to room of origin)



Flashover is the stage of a structure fire when it becomes extremely dangerous to occupants, destructive to structures, and hazardous to firefighters. During a flashover, temperatures and conditions are intense and an entire room can burst into flames, causing a fire to spread to other parts of the structure. By containing a fire to its room of origin, either through rapid fire department response, fire sprinklers or fire containment, fire loss and injuries to occupants and firefighters can be reduced. Delaying flashover also allows more time to complete a search and rescue of the burning room or allow a firefighter to go above a fire to rescue a trapped victim. Delaying flashover and fire spread can limit fire loss and injuries to occupants and firefighters.

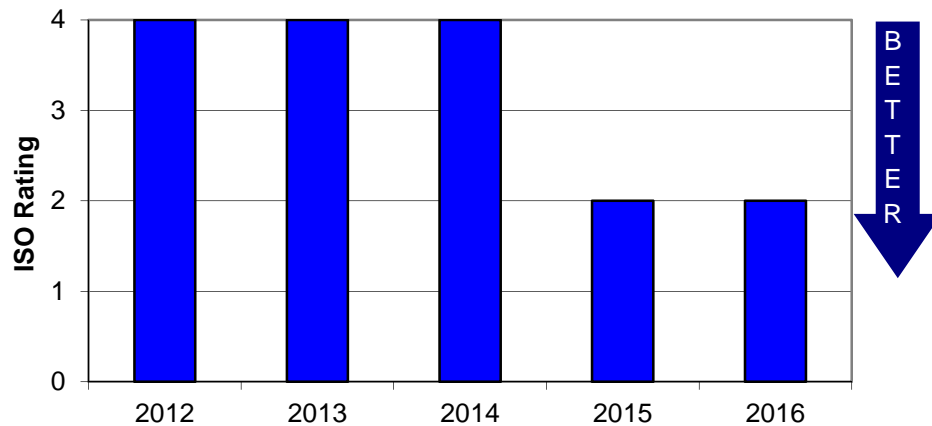
The PFA goal is to maintain an insurance rate as low as possible within the City of Fort Collins and the urban area of the Poudre Valley Fire Protection District. In 2015, ISO rated PFA at a 2 due in part to transitioning a volunteer station to a fully-staffed station in Timnath.

2016 Urban ISO Rating Per Community



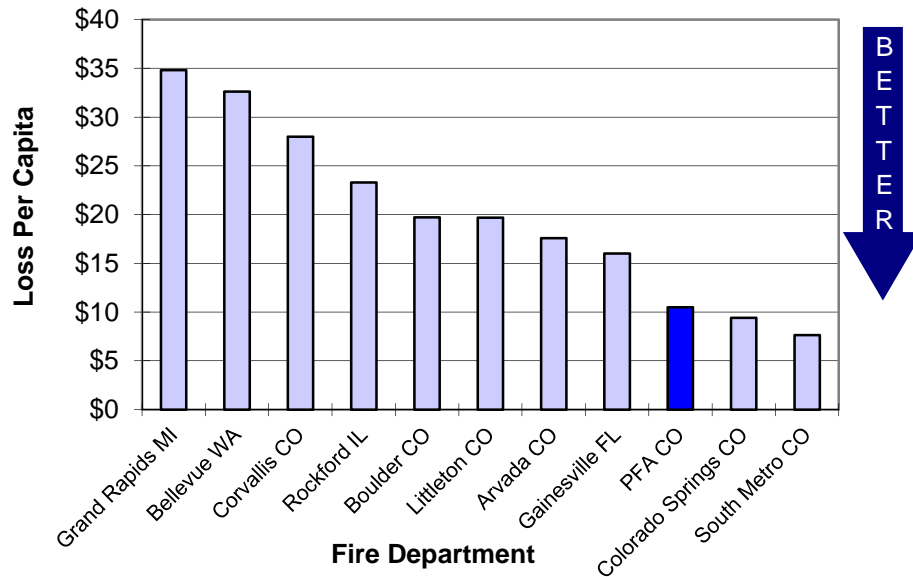
Outcome

PFA Urban ISO Rating 5-Year History



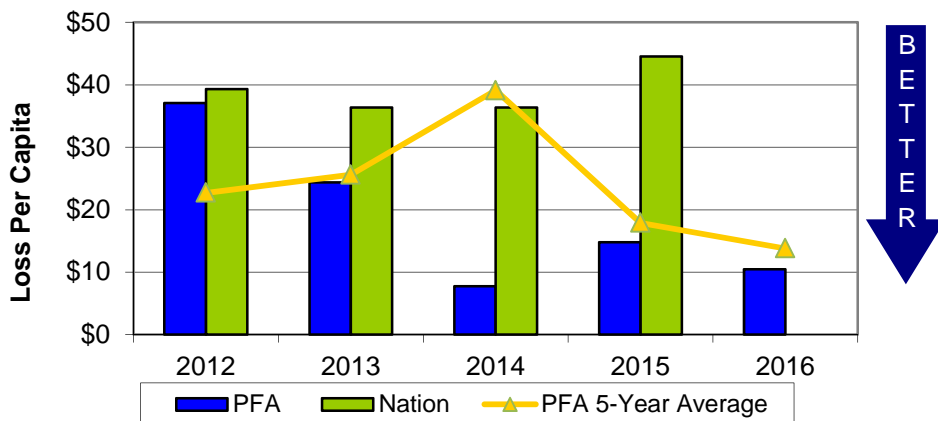
PFA's goal is to limit direct estimated fire loss.

2016 Fire Loss Per Capita

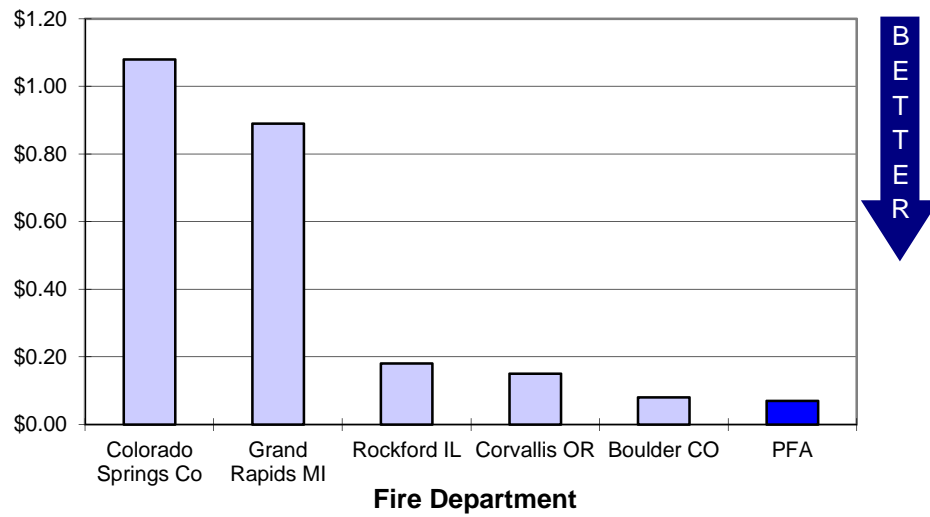


Outcome

PFA & Nation Fire Loss Per Capita 5-Year History

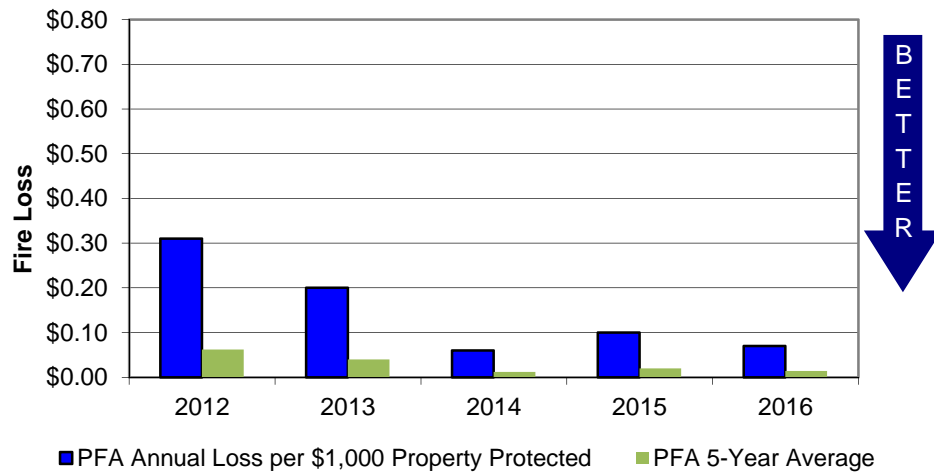


2016 Loss Per \$1,000 Property Protected

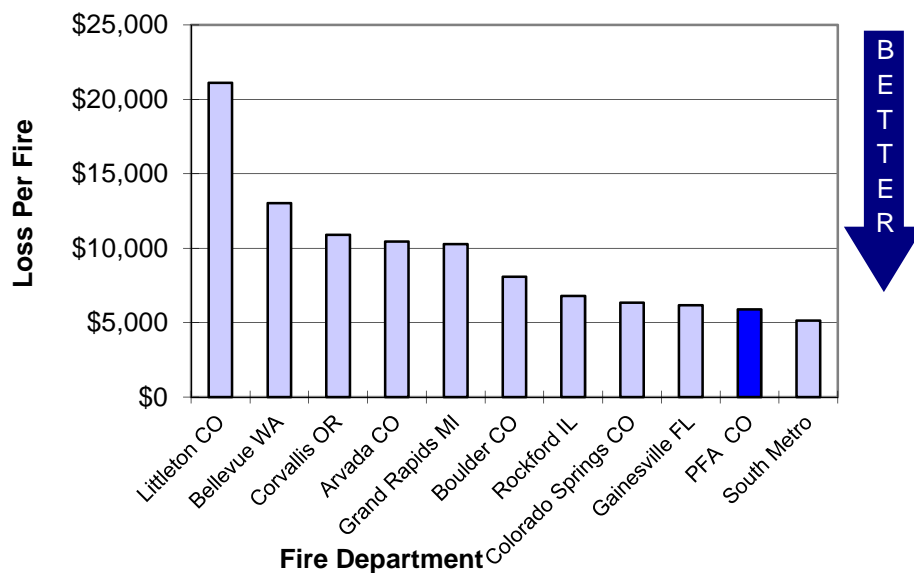


Outcome

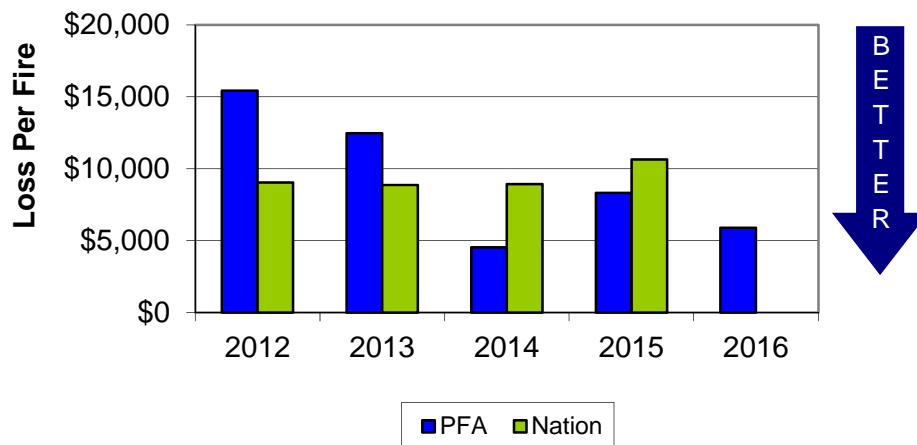
PFA Loss Per \$1,000 Property Protected 5-Year History



2016 Fire Loss Per Fire



PFA & Nation Fire Loss Per Fire 5-Year History



In 2012 the High Park Fire attributed to the majority of the fire loss, and in 2013, there were two multi-family apartment structures with combined losses of \$950,000, and a large-loss commercial building fire with a \$1,200,000 loss.

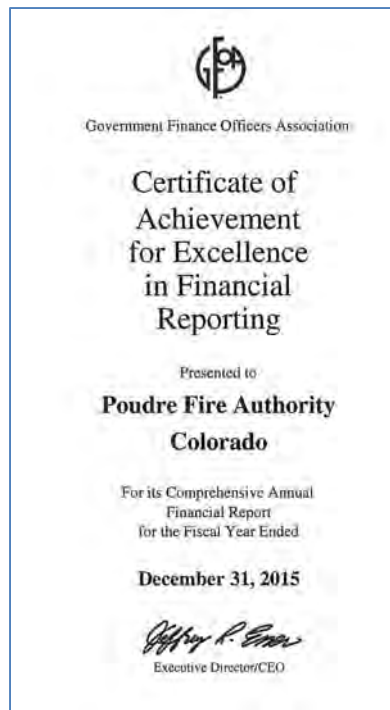
Target Outcome 4B – Maintain a high level of financial accountability

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, 2016. This was the 17th consecutive year that PFA has achieved this prestigious award. 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 December 31, 2015. This was the third 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.

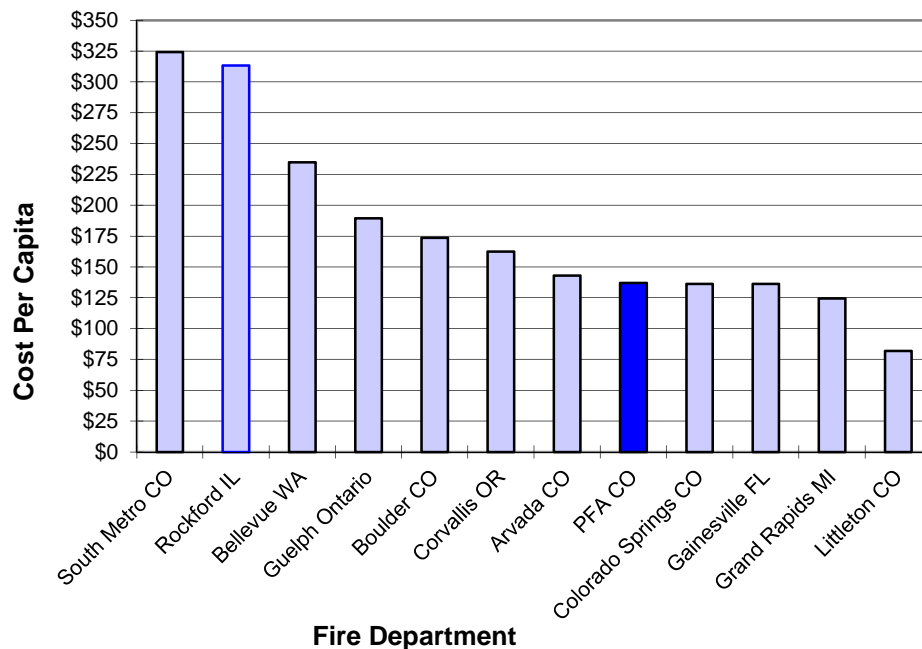
Target Outcome 4C – Maintain stability and predictability of funding streams

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.

2016 O&M Budget Per Capita



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 10, 2016), 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

Please refer to the Capital Budget (page 112-140) section of the Budget Document <http://www.poudre-fire.org/home/showdocument?id=3486>

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

This is an initiative being addressed by the Operations Team committee in 2017.

City/District Comparative Statistics

		<u>Call Ratio</u>	<u>Assessed Value Ratio</u>	<u>Contribution Ratio</u>
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 ¹	CITY	84.53	82.13	82.89
	DIST	15.47	17.87	17.11
2016 ²	CITY	84.61	80.90	74.24
	DIST	15.39	19.10	25.76

¹ 2015 included fir year of updated City RAF contribution

² 2016 included District capital contribution for Station 8 and Timnath TIF funds for Station 8 staffing and construction



2016 PFA Budget Review

The 2016 PFA general fund actual spending compared to budget reflects a tight budget (underspend of 4.64%, or \$1,338,539). In addition, the ending fund balance for 2016 benefitted from significantly higher fees for services with revenue of \$968,576 higher than projected.

Poudre Fire Authority Actual Spending to Budget, 2016

General Fund

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

For the Month Ended December 31, 2016

	Year-to-Date 2016		Percent Year-to- Date Budget Received/ Expended
	Actual	Year-to-Date Budget	
REVENUES			
Intergovernmental	27,587,887.77	27,652,740.77	
Fees and charges for services	1,824,505.42	855,929.00	
Earnings on Investments	19,196.29	40,000.00	
Grants and Non-Capital Projects	42,000.00	0.00	
Miscellaneous revenue	229,391.77	60,500.00	
Total Revenues	29,702,981.25	28,609,169.77	103.82%
EXPENDITURES			
Administration	3,017,864.28	3,989,857.37	
Community Safety Services	2,320,454.85	2,486,450.71	
Grants & Non-Capital Projects	280,558.86	256,478.00	
Lease Purchase (Sta. 4)	234,354.19	234,354.00	
Support	4,094,137.44	4,187,967.72	
Operations	18,876,983.87	19,007,784.42	
Total Expenditures	28,824,353.49	30,162,892.22	4.64%
Excess or Deficiency of Revenues Over or Under Expenditures	<u>878,627.76</u>	<u>(1,553,722.45)</u>	
Fund Balance January 1, 2016	6,793,427.00		
Fund Balance December 31, 2016	7,672,054.76		

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.

FUND BALANCE	Balance	% of Revenue
Res - KFCG Fire & Emergency	\$562,309	1.97%
Assign - Govt Operations	\$936,227	3.27%
Assign - Workers Compensation	\$27,218	0.10%
Assign - NCRCN	\$647,259	2.26%
Assign - Encumbrances	\$59,767	0.21%
Unassigned Fund Balance	\$5,439,275	19.01%
FUND BALANCE	\$7,672,055	26.82%

Capital Fund
**Statement of Revenues, Expenditures and Changes in Fund Balances--
Actual and Budget
For the Month Ended December 31, 2016**

	Year-to-Date Actual	Annual Budget	Percent Received/ Expended
REVENUES			
Apparatus Replacement	\$1,415,841	\$1,385,095	
Burn Building	\$1,985	\$2,548	
Computer/Tech Replacement	\$61,317	\$64,623	
Console Replacement	\$300	\$0	
Facilities Maintenance	\$163,116	\$164,012	
Hose Replacement	\$15,858	\$16,097	
Radio Replacement	\$414,665	\$416,820	
SCBA Replacement	\$1,012,139	\$937,932	
Staff Vehicle Replacement	\$61,700	\$60,378	
Station 15	\$38,985	\$29,965	
Station 4 Lease/Purchase	\$2,762	\$3,677	
Station 8	\$3,290,989	\$3,015,359	
Thermal Imager Replacement	\$23,951	\$24,113	
Training Multi-Purpose Building	\$1,191	\$1,586	
Total Revenues	\$6,504,799	\$6,122,205	106.25%
EXPENDITURES			
Current:			
Apparatus Replacement	\$2,589,253	\$1,179,613	
Burn Building	\$5,432	\$8,000	
Computer/Tech Replacement	\$106,167	\$61,000	
Console Replacement	\$0		
Facilities Maintenance	\$63,964	\$222,207	
Hose Replacement	\$15,384	\$16,000	
Radio Replacement	\$20,501	\$100,000	
SCBA Replacement	\$1,481,300	\$1,428,290	
Staff Vehicle Replacement	\$88,873	\$120,225	
Station 15	\$92		
Station 4 Lease/Purchase	\$30		
Station 8	\$4,493,665	\$1,347,734	
Thermal Imager Replacement	\$11,121	\$24,000	
Training Multi-Purpose Building	\$13		
Total Expenditures	\$8,875,797	\$4,507,069	196.93%
Excess or Deficiency of Revenues Over or Under Expenditures	(\$2,370,997)	\$1,566,429	
Fund Balance January 1, 2016	\$7,811,467		
Fund Balance December 31, 2016	\$5,440,470		

Poudre Fire Authority Board Actions - 2016

- 16-1 Reappropriation of Prior Year Encumbrances
- 16-2 Approving Station 8 Construction Costs and Appropriating Funds from Reserve for Contingency to Station 8 Capital Project
- 16-3 Regarding the Meet and Confer Requirements of the Colorado Firefighter Safety Act
- 16-4 Authorizing the Fire Chief to Negotiate and Sign Intergovernmental Agreements with Other Governmental Emergency Services Agencies to Provide Automatic and/or Mutual Aid
- 16-5 Authorizing the Fire Chief to Execute All Contracts Including Those over \$75,000 for the Purchase of Three Air Compressors for the Self-Contained Breathing Apparatus Program
- 16-6 Appointing a 2015 Fire Code Review Committee
- 16-7 Appropriating Reserve for Contingency and Federal Emergency Management Agency, Office of Emergency Management Grant Funds
- 16-8 Adopting the Larimer Multi-Jurisdiction Hazard Mitigation Plan
- 16-9 Authorizing the Fire Chief to Execute All Contracts Including Those over \$75,000 for the Purchase of Self-Contained Breathing Apparatus
- 16-10 Appropriating Ems Contract Funds, Approving Ems Contract Corrections, and Approving an Intergovernmental Agreement with Wellington Fire Protection District for EMS Data Management Services
- 16-11 Adopting the Poudre Fire Authority Risk-Assessment and Standards of Cover
- 16-12 Transferring PVFPD Contribution From PFA Capital Budget To PFA O&M Budget
- 16-13 Appropriating FEMA Assistance to Firefighters Grant Program – Fire Prevention And Safety Grant
- 16-14 Setting the Poudre Fire Authority Board of Directors 2017 Meeting Dates
- 16-15 Approving The Intergovernmental Agreement Establishing The Front Range Fire Consortium
- 16-16 Pursue Adoption of The 2015 International Fire Code
- 16-17 Granting Limited Recognition of Local 1945 of the International Association of Firefighters to Determine if a Mutually Acceptable Collective Bargaining Agreement Can be Developed
- 16-18 Approving the Purchase of New 800 Mhz Radios and Authorizing the Fire Chief to Execute All Contracts Including Those Over \$75,000 for the Purchase of 800 Mhz Radios
- 16-19 Adopting the Budget And Appropriating Funds for the Operation of the Poudre Fire Authority for 2017
- 16-20 Setting the Fees for the Poudre Fire Authority Fire Prevention Bureau for the Calendar Year 2017