



**Commission on
Fire Accreditation
International**

Accreditation Report

**Poudre Fire Authority
102 Remington Street
Fort Collins, CO 80524
USA**

**This report was prepared on July 9, 2015
by the
Commission on Fire Accreditation International
for the
Poudre Fire Authority**

**This report represents the findings
of the peer assessment team that visited the
Poudre Fire Authority
on June 7 – 11, 2015**

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Poudre Fire Authority Organizational Chart

Summary Rating Sheet (For Commission Use Only)

EXECUTIVE REVIEW

PREFACE

The Poudre Fire Authority recently received candidate status. On March 13, 2015 the department asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for accreditation. On March 25, 2015, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for site visit on May 6, 2015. The peer assessment team conducted an onsite visit of the Poudre Fire Authority on June 7 – 11, 2015.

In preparation for the onsite visit, each team member was provided access and reviewed the self-assessment manual, standards of cover (SOC), community risk analysis, and strategic plan posted by the Poudre Fire Authority on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the department and other community agencies. The department did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Poudre Fire Authority based upon the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)*. The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings, and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Poudre Fire Authority demonstrated that its self-study accreditation manual, community risk analysis, SOC, and strategic plan met all core competencies and criteria. The peer assessment team hereby recommends accredited agency status for the Poudre Fire Authority from the Commission on Fire Accreditation International.

Poudre Fire Authority developed a thorough standards of cover and is able to match available resources to the fire and non-fire risks and related expectations in the community. The development of a comprehensive critical task analysis has resulted in an appropriate effective response force that is capable of efficiently handling incidents identified in the community risk analysis. There are appropriate benchmark goals and baseline current performance statements in place that identify and measure all components of the total response time continuum.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as contained in the SOC, are in line with the industry best practices identified in the eighth edition of the *FESSAM* and do not constitute a gross deviation. Through a collaborative working relationship with the communications center, the department has made a concentrated effort over the last six months to improve its baseline performance times in the area of alarm handling for emergency medical services (EMS). Alarm processing times for EMS have decreased by approximately one minute since 2014. It is clear the department is committed to taking steps to meet the expectations.

The peer assessment team identified opportunities for improvement that are captured in the recommendations section and in the observations and performance section of the report. These recommendations are a result of discussions, interviews, and a review of department supplied documentation to support its self-assessment conclusions. The department demonstrated its keen desire to immediately implement plans to address opportunities for improvement even before the peer team site visit. For example, the department has noted approximately 20 improvements in programs and services among all divisions as a result of the self-improvement process. It is expected that the department will take immediate action on the peer team recommendations and develop an implementation plan to accomplish the recommended improvements. It is anticipated that the department will further integrate the continuous improvement model into daily operations and decision-making processes.

The peer assessment team observed a strong commitment by the department to the CFAI accreditation process. The current accreditation manager has a support team and one of its members will likely be selected as a replacement for the next accreditation in five years. The department has committed time, effort, personnel, and funding in the pursuit of international accreditation. The accreditation process has been integrated into the organizational philosophy through the mission and core values. The fire chief has identified that, due to the self-assessment process, there are new opportunities to evaluate inputs, outputs, and outcomes in all service areas.

The peer assessment team had meetings with the city manager and the president of the local union. Individually and collectively they expressed a long-standing interest in the process, having been engaged and involved in the department's journey towards accreditation. There is clearly a commitment to continue to follow and support the implementation of identified opportunities for improvement. It can be anticipated that all representatives will be strong supporters and network participants as the full benefits of going through the self-assessment process are realized and built on in the future.

Composition

The city of Fort Collins is a home rule municipality. It is the county seat and the most populous municipality of Larimer County, Colorado, United States. Situated on the Cache La Poudre River along the Colorado Front Range, the name of the river means "Hide the powder" in french. It refers to an incident in the 1820's when French trappers, caught by a snowstorm, were forced to bury part of their gunpowder along the banks of the river.

Fort Collins is located 65 miles north of the Colorado state capitol of Denver. It is the fourth most populous city in Colorado after Denver, Colorado Springs, and Aurora. Fort Collins is a midsize college city, home to Colorado State University. It was named *Money* magazine's Best Place to Live in the U.S. in 2006.

Fort Collins was founded as a military outpost of the United States Army in 1864. It succeeded a previous encampment, known as Camp Collins, near what is known today as Laporte. Camp Collins was erected during the Indian wars of the mid-1860's to protect the Overland mail route that had been recently relocated through the region.

Poudre Fire Authority was organized in 1981 with the consolidation of the city of Fort Collins and Poudre Valley Fire Protection District. The goal was to improve fire and rescue services by improving response times to emergencies and to eliminate duplicate services thereby reducing costs to both the citizens of Fort Collins and the Poudre Valley Fire Protection District. At that time, both the city and the district adopted an intergovernmental agreement establishing the authority. This contract outlines the governance, funding, and operation of the authority. A five-person board of directors appointed by the Fort Collins city council and Poudre Valley District board of directors governs the agency. The board members consist of two city council members and two district board members. The fifth member is chosen jointly by these four and has historically been the Fort Collins city manager. The board appoints Poudre Fire Authority's fire chief.

Poudre Fire Authority is funded by the city of Fort Collins and the Poudre Valley Fire Protection District through a combination of property taxes in the district and property, sales, and use taxes in the city. Development review and inspection fees also provide a source of significant revenue, though it is an unpredictable revenue source. The department also receives some compensation from wildland firefighting and hazardous materials responses provided outside of the jurisdiction.

Poudre Fire Authority protects a population of approximately 189,635 residents living in Fort Collins, the town of Timnath, and the communities of Bellvue and LaPorte. The agency also protects the surrounding unincorporated areas of Larimer and Weld Counties. The service area comprises 235 square miles.

Fort Collins economy is based upon manufacturing, high tech businesses, clean energy, bioscience, and agri-tech. The department utilized CFAI's methodology of population density analysis and the 2010 U.S. census statistics and found the composition of the 20.7 percent of the jurisdiction has an urban population density, 22.5 percent is suburban, and 56.8 percent is rural. Eighty-six percent of the incidents between 2010 and 2014 occurred in the urban population areas.

The department responded to a total of 17,646 emergencies in 2014 including: 328 fire calls (1.86 percent); 13,397 emergency medical service (EMS) calls (75.92 percent); and 3,739 miscellaneous calls (22 percent).

Poudre Fire Authority underwent an ISO rating evaluation site visit on December 10, 2014. The results of this evaluation have not yet been communicated to the PFA, but may result in changes to the current Class 4/10 rating.

The current assumption is that the overall expansion of the city and region is still expected to continue for the next 50 years. The population growth was 2.5 percent in 2014 along with an increase of 7.1 percent in overall call volume for Poudre Fire Authority. While the city increases in population, a proportionate growth in jobs is expected to be seen as well.

Government

Poudre Fire Authority Board of Directors
Fire Chief

Fire Department

13 fire stations (10 paid, 3 volunteer)
1 administrative office (houses the administration and the Community Safety and Services Division)
1 training/warehouse/Office of Emergency Management complex
158 paid uniform and 19 civilian
3 shift system
31 volunteer uniform (EMS and wildland only – no regular shift schedule)
5 volunteer mail carriers

Staffed Resources:

10 engine companies
2 ladder companies
2 battalion chiefs
1 safety officer

Cross-staffed Resources

3 tankers (tenders)
3 Type 6 wildland engines, 1 Type 3 wildland engine
1 heavy rescue
1 air truck
1 collapse rescue truck
1 water rescue boat
1 haz-mat response truck
1 weapons of mass destruction trailer
1 foam truck
1 large animal rescue trailer
1 water rescue unit

Volunteer Resources

3 type 6 wildland engines
1 tanker (tender)
1 type 1 engine
2 personnel quick response rigs (pick-up trucks)

Non-staffed Units

1 mobile command vehicle
1 rehabilitation unit
1 Customer Assistance Response Team unit (CART)

1 public education safety trailer
Multiple ready reserve apparatus

Additional Support Units:

9 battalion chief staff cars
3 on-call fire investigator vehicles
1 on-call public information officer vehicle
Multiple additional staff /support vehicles

Daily Minimum Staffing (All Stations):

43 personnel per shift

CONCLUSIONS

The self-study manual produced by the Poudre Fire Authority was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Poudre Fire Authority demonstrated that all core competencies were met and received a credible rating.
- The Poudre Fire Authority demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Poudre Fire Authority from the Commission on Fire Accreditation International.

RECOMMENDATIONS

Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

Category II – Assessment and Planning

Criterion 2D: Strategic Planning

Core Competency

2D.1 The fire service agency has a published strategic plan.

It is recommended that the agency embrace the community driven strategic plan model and utilize a planning process that gathers input from stakeholders, provides direction for the agency for three to five years, and consolidates various documents into a single volume.

Category V – Programs

Criterion 5D: Fire Investigation Program

Core Competency

5D.3 The program has adequate staff with specific expertise, training, and credentials to accomplish the program goals and objectives.

It is recommended that the agency implement certification for fire investigators through the Colorado Peace Officer Standards and Training Board to further support and enhance fire investigation capabilities and collaborative relationships with local law enforcement providers.

Category IX – Essential Resources

Criterion 9A: Water Supply

Core Competency

9A.1 The agency establishes minimum fire flow requirements and total water supply needed for existing representative structures and other potential fire locations. This information should also be included in the fire risk evaluation and pre-fire planning process.

It is recommended that the agency continue to work toward completion of establishing minimum fire flow requirements and total water supply for moderate fire risk in existing structures and include the data on the pre-fire plans.

Criterion 9C: Administrative Support Services and Office Systems

Core Competency

9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

- It is recommended that the agency perform a staffing needs analysis to assure that administrative support positions are appropriate for the support requirements of stations and line personnel.
- It is recommended that the agency perform a staffing needs analysis within the fire marshal office and for the fire inspection coordinator position regarding the most efficient placement in the organization.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category III – Goal and Objectives

Criterion 3A: Goals and Objectives

Performance Indicator

3A.2 The agency established goals for each operational program with corresponding specific objectives that incorporate the measurable elements of time, quantity and quality.

It is recommended that the agency emphasize the time element of S.M.A.R.T. based objectives for all of its goals and objectives contained in the strategic plan.

Category IV – Financial Practices

Criterion 4A: Financial Planning

Performance Indicator

4A.4 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

It is recommended that the agency collaborate with the budget director to develop and implement strategies for a long term financial plan.

Category V – Programs

Criterion 5C: Public Education Program

Performance Indicators

5C.1 The diversity and delivery of the public education program includes individual, business, and community audiences.

It is recommended that the agency establish a method of utilizing data from national and regional public education trends to more clearly define public education program outcomes within their diverse community.

5C.2 The program has staffing with specific expertise to accomplish the program goals and objectives.

It is recommended that the agency consider transitioning the public educator specialist position from an annually-funded position to full-time status.

Criterion 5F: Hazardous Materials (Hazmat)

Performance Indicator

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.

It is recommended that the agency develop methodologies to increase the number and availability of certified hazardous materials technicians.

Category VI – Physical Resources

Criterion 6B: Fixed Facilities

Performance Indicator

6B.1 Each facility has adequate space for agency functions (e.g., operations, fire prevention, training, support services, administration, etc.)

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

Criterion 6C: Apparatus and Vehicles

Performance Indicator

6C.3 A current replacement schedule exists for all apparatus.

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

Category VII – Human Resources

Criterion 7F: Occupational Health and Safety and Risk Management

Performance Indicators

7F.2 Procedures are established for reporting, evaluating, addressing, and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.

It is recommended that the agency consider the initiation of risk management assessment for training activities that would set forth predefined risks to consider before and during training events.

7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury or property damage.

It is recommended that the agency review the near-miss reporting program and develop methodologies to fully incorporate the program into the safety initiatives of the department.

Category VIII – Training and Competency

Criterion 8A: Training and Education Program Requirements

Performance Indicators

8A.4 The agency has identified minimum levels of training required for all positions in the organization.

It is recommended that the agency establish minimum levels of training for all positions of the organization.

8A.5 A command and staff development program is in place.

- It is recommended that the agency develop a more comprehensive and structured staff development program based on continuing education and experiential learning opportunities regarding management of human resources.
- It is recommended that the agency continue to collaborate with Colorado State University for career development programs with a focus on required credentials for organizational succession planning for all positions, programs, and services.

Category IX – Essential Resources

Criterion 9A: Water Supply

Performance Indicator

9A.4 The agency maintains regular contact with the managers of public and private water systems to stay informed about all sources of water available for fighting fires.

It is recommended that the agency establish formal agreements with the six water districts that provide water for fire protection.

Criterion 9B: Communication System

Performance Indicator

9B.6 Adequate numbers of fire or emergency dispatchers are on duty to handle the anticipated call volume.

It is recommended that the agency work with Fort Collins 911 to establish a recruitment and retention strategy to obtain and reduce the turnover rate of dispatchers.

Category X: External Systems Relationships

Criterion 10A: External Agency Relationships

Performance Indicator

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

It is recommended that the agency ensure that all current and future agreements with external agencies incorporate a conflict resolution statement.

Criterion 10B: External Agency Agreements

Performance Indicator

10B.2 The agency researches, analyzes, and gives consideration to all types of functional agreements that may aid in the achievement of the goals and objectives of the agency.

It is recommended that the agency further formalize its relationship with the International Association of Fire Fighters Union Local 1945, including a written agreement, in an effort to maximize the effective accomplishment of the agency mission.

OBSERVATIONS

Category I — Governance and Administration

The city of Fort Collins is a home rule municipality government. Colorado home rule municipalities are self-governing under Article 20 of the Constitution of the State of Colorado; Title 31, Article 1, Section 202 of the Colorado revised statutes, and the home rule charter of each municipality. The home rule charter determines the form of government. Poudre Fire Authority legally exists through the consolidation of the Fort Collins Fire Department and the Poudre Valley Fire Protection District (PVFPD) in 1981. The authority is governed by a five-person board of directors comprised of members from both the Fort Collins City Council and the PVFPD Board of Directors.

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Poudre Fire Authority legally exists through an intergovernmental agreement established between the city of Fort Collins and the Poudre Valley Fire Protection District. The original agreement was executed November 3rd, 1987. A revised agreement was established on July 15, 2014, with both parties agreeing to an update and revision. Poudre Fire Authority is a legal independent governmental entity separate and distinct from the city of Fort Collins and the Poudre Valley Fire Protection District.

The established administrative structure provides an environment for achievement of the agency's mission, purposes, goals, strategies, and objectives.

Poudre Fire Authority utilizes the services of a legal advisor to assure compliance with all legal requirements at the local, state, and federal levels. Poudre Fire Authority is in compliance with all legal requirements described within a formal intergovernmental agreement.

Category II — Assessment and Planning

Poudre Fire Authority has embraced the use of the Commission on Fire Accreditation International (CFAI) self-assessment process to logically and rationally define and align its self-assessment manual, community risk hazard analysis, standards of cover (SOC), and strategic plan. Internally, the agency established an accreditation manager and assigned staff to provide support from all levels to the overall self-assessment process. The efforts of the Poudre Fire Authority produced a comprehensive and integrated approach to organizational assessment and planning that is appropriate, acceptable, and applicable to the identified needs of the community.

The agency collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning.

Poudre Fire Authority utilized CFAI's methodology of population density analysis along with the 2010 U.S. Census statistics and found the composition of the jurisdiction to be 20.7 percent urban population density, 22.5 percent suburban, and 56.8 percent rural. The old town core of the city is urban density. The immediate area surrounding the downtown core is predominately of a suburban density. The outer fringes of the service area are of a rural density. Poudre Fire Authority has

completed a comprehensive analysis of the risk within the various population density areas. The results of the analysis and the associated response time standards are integrated into the SOC.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental, or historical value.

The benchmark service level objectives incorporated into the SOC are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual (FESSAM), eighth edition; CFAI Standards of Cover, fifth edition; NFPA 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents; National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems; NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Department; NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments; NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus.*

Poudre Fire Authority evaluated its planning zones, service area, and population during the creation of the standards of cover document. After identifying both the fire and non-fire risk factors within each zone, Poudre Fire Authority worked with the Fort Collins 911 communications center to set response parameters to ensure effective response of personnel and apparatus. Evaluation and analysis of risk factors is an ongoing process that is completed through the risk and hazard assessment program.

As part of developing and establishing a standards of cover strategy, Poudre Fire Authority's assessment and planning process utilized the consideration of the overall fire risk, service areas, demographics of the area, economic indicators influencing its ability to deliver services, historical fire loss data, water supply, and automatic fire protection systems for certain occupancies. The Poudre Fire Authority standards of cover outline specific response benchmark goals and baseline performance statements for structure fires, emergency medical, technical rescue, hazardous materials, and wildland firefighting.

In the development of the SOC, careful consideration was also given to the non-fire risks in the community. The non-fire risks include technical rescue, hazardous materials, and emergency medical services. Poudre Fire Authority has completed an analysis and evaluation of the related service demands for each of these risk types for the time period of 2010-2014. Appropriate performance objectives are contained in the SOC relative to the response of adequate personnel within an appropriate time frame.

The department annually reviews its capabilities to effectively respond to both fire and non-fire incidents. Poudre Fire Authority staff monitors response time data to measure the gap between benchmark and baseline times. Through the monitoring process, methods are in place to identify shortfalls or deficiencies in fire suppression capabilities in each response zone.

The department uses data generated by its records management system and computer aided dispatch system to create reports that assist in assessing its past performance within these planning areas. The

results are used to update and revise the SOC document, as needed. An example of the benefits of utilizing this process is that Poudre Fire Authority collaborated with the Fort Collins 911 center and Poudre Valley Health Systems EMS to examine alarm processing times. Poudre Fire Authority initiated call processing improvements that allowed for the dispatch of units prior to completion of the emergency medical dispatch (EMD) triage process. These changes were initiated on January 1, 2015. Between January 1 and May 31, 2015, 90th percentile call processing times decreased by 27.1% and reduced total response times by approximately one minute. The Poudre Fire Authority is working to further decrease these times as part of overall response time improvement efforts.

The department's practice is to document alarm handling as the time interval from the receipt of the alarm at the primary public service answering point (PSAP) until the end of the transmittal of the response information via voice or electronic means to emergency response facilities or the emergency response units in the field.

The agency has worked with the Fort Collins 911 communications center to develop ways to reduce alarm processing times for EMS calls. The 2010–2014, the aggregate time for EMS alarm processing is 3:08. For the first six months of 2015, the alarm processing time for EMS call has been reduced to 2:17. The agency is continuing to take steps to reduce the overall response times for all services.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, and travel time for the first-due and effective response force components of the total response time continuum, as identified in the standards of cover, are in line with the industry best practices identified in the eighth edition of the *Fire & Emergency Service Self-Assessment Manual (FESSAM)* and do not constitute a gross deviation. It is clear the department is committed to taking steps to meet the *FESSAM* expectations.

The Fort Collins 911 communications center is currently accredited on the emergency medical services (EMS) dispatch side of its operation through the International Academy of Emergency Medical Dispatch (IAEMD).

There are no simple solutions to reducing the alarm handling, turnout, and travel times; however, consistent with the continuous improvement principles inherent with CFAI, the Poudre Fire Authority implemented both short and long-term actions to address this issue. While alarm processing times have been reduced over the last six months, Poudre Fire Authority is taking action to reduce overall response times. Those steps include such actions as increased department-wide emphasis on the importance of turnout times, analyzing the time input components in the record management system, and assuring consistent data reporting from all line personnel.

A strategic plan for four to five years in the future is in place and, along with the budget, is guiding the activities of the department. The plan is submitted to the Poudre Fire Authority Board of Directors.

Poudre Fire Authority has published the 2015 strategic plan, as adopted by the board of directors in March of 2015.

The 2015 strategic plan is formed by and aligned with the requirements of the fire department accreditation process established by the Commission on Fire Accreditation International. By working to align the self-assessment documents and the department's budget and annual report along with the future integration of the long range financial plan, the department can be more efficient, cost

effective, and responsive to the community's needs. It is recommended that the agency embrace the community driven strategic plan model and utilize a planning process that gathers input from stakeholders, provides direction for the agency for three to five years, and consolidates various documents into a single volume.

Category III — Goals and Objectives

The Poudre Fire Authority is guided by a vision statement, mission statement, and statement of values and ethics, along with an established set of goals and objectives. These statements, goals, objectives, and performance measures are integrated into the agency's strategic plan. Targeted outcomes focus on how those goals will be addressed in the next two to three years. Outcomes are then supported by detailed initiatives and are aligned with the agency's program budget for implementation. The agency's 2015 strategic plan links the document to the budget and annual report.

The agency has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves.

The Poudre Fire Authority has established general goals and specific objectives that direct the agency's priorities in a manner consistent with its mission and appropriate for the community it serves. A separate document titled "Targeted Outcomes and Initiatives" has been extracted from the strategic plan for the purpose of providing a clear method for accomplishment of short-term and long-term organizational direction.

The organizational goals and objectives for each major division of the agency are evaluated as a part of the annual budget process. To ensure alignment with the goals of the organization, divisions must indicate how the specified planning goals impact particular programs. Performance measures for the goals and specific objectives of the major divisions are published in the annual budget document and are compared to the previous year's actual achievements.

The published annual budget is a program-based planning document. Each program has one to four performance measures associated with it and includes specific expected outcomes. The overall organizational outcome measures that are included in each program are generally written with the S.M.A.R.T. components of being specific, measurable, attainable, realistic, and time-bound. Data regarding progress and effectiveness is then tracked each year and reported in the annual budget document and the annual report.

Many of the agency's goals and objectives need to be more specific in terms of when the goal or objective is expected to be met or completed. An increased emphasis regarding the time element will help track progress toward completion. It is recommended that the agency improve the utilization of the time element of the S.M.A.R.T. based objectives for all of its goals and objectives in the strategic plan.

A management process is utilized for implementation of goals and objectives.

The authority tracks progress towards implementing its goals and objectives through its strategic plan work plan where progress toward goals, objectives, and significant projects are tracked. The plan is reviewed and updated in June and December annually. The fire chief provides oversight of the process and reports to the board of directors on a periodic basis. The report processes function to track the agency's progress toward the completion of goals and objectives regarding administration,

prevention, training, suppression and facilities, and apparatus. Progress toward the implementation of goals and objectives are communicated to personnel by the fire chief through the division chiefs.

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

The fire chief examines the agency's goals and objectives concurrently with the authority's annual budget workshop process which involves the chief, division chiefs, various support staff, and the Poudre Fire Authority Board of Directors. The agency is able to examine its goals at least on an annual basis and the strategic plan is updated every other year. Goals and objectives are routinely examined more often as a result of the monthly chief officer staff meetings. This provides the agency the ability to make adjustments as strategic or operational circumstances dictate. The practice of ongoing reevaluation and modification ensures that the agency's goals and objectives are consistent with its mission, long-range plans, and in keeping with the overall priorities of the agency.

Category IV — Financial Resources

Poudre Fire Authority utilizes internal program managers and senior leadership team to develop the initial operating and capital budgets. The processes to be followed during the development and approval stages of the budget are clearly defined in various policies, procedures, and intergovernmental agreements. The budget is reviewed and approved by the Poudre Fire Authority Board of Directors.

Financial planning and resource allocation is based on agency planning involving broad staff participation.

The Poudre Fire Authority annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and its goals and objectives. The budget document includes policies, guidelines, and procedures for budget development, which are approved by the Poudre Fire Authority Board of Directors. Additionally, there is an intergovernmental agreement that also has guidelines for developing and submitting the annual budget.

In August the board is presented with a preliminary budget, it is updated as needed between August and November and there is an annual budget work session in November. The budget is presented to the Poudre Valley Fire Protection District (PVFPD) and city of Fort Collins; and after approval of the appropriations by the respective governing bodies and final approval by the PFA Board, becomes the agency budget.

Fort Collins is among approximately one hundred home rule municipalities in the state of Colorado. Article XX of the Colorado Constitution reserves both structural and functional home rule powers to municipalities and "the full right of self-government in local and municipal matters" to citizens.

Home rule allows municipalities to respond more quickly to changed circumstances or emergency situations by allowing legislative solutions at the local level through ordinances or charter amendments, rather than waiting for action by the state legislature. Home rule municipalities are not required to follow state statutes in matters of local and municipal concern and therefore enjoy freedom from state interference regarding local and municipal matters.

As a fire authority operating under home rule, the agency has established its policies, guidelines, and

processes for use during the annual budget development and they are consistent with industry best practices. Poudre Fire Authority works with a finance director who oversees all aspects of the budget.

As a result of interviews with the budget director, the budget process is slated to change with an emphasis on more long-term financial planning. Poudre Fire Authority does not utilize the typical five-year capital improvement plan. Discussions with the fire chief indicated that a more robust long-range planning tool would be beneficial to the agency. It is recommended that the agency collaborate with the budget director to develop and implement strategies for a long term financial plan.

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting and auditing.

The peer assessment team confirmed that the Poudre Fire Authority is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted its most recently issued GFOA certificate and CAFR as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives, and maintain the quality of programs and services.

Historically, the Poudre Fire Authority Board of Directors have been supportive of the agency's mission and provides the projected fiscal resources that are identified in the budget as being necessary to adequately fund the programs, equipment, and facilities that are required to continue delivering quality services. As an example, a new fire station has been approved in the current budget.

Category V — Programs

Criterion 5A – Fire Suppression

The Poudre Fire Authority is a full-service fire and rescue organization designed to provide essential public safety and emergency services to a growing population base of the city of Fort Collins, the Poudre Valley Fire Protection District, Larimer County, Weld County, the town of Timnath, and the unincorporated communities of LaPorte and Bellvue. To meet the needs of its residents, the department currently staffs ten Type-1 1,500 gallon per minute engines, two 100' aerials, one rescue box truck, one Type-3 engine, three Type-6 brush engines, three 2,000 gallon water tenders, two battalion chief vehicles, two fire inspection coordinator trucks, and one safety truck. The agency has ten career and three volunteer fire stations.

The department utilizes a modified Kelly three platoon schedule system and has established a minimum staffing benchmark of 43 firefighters per shift, per day. The department maintains a minimum of three to four firefighters per engine depending on location and four per front line ladder companies. The Poudre Fire Authority has 183 full-time employees and 30 volunteers.

The Poudre Fire Authority does not rely upon external resources to make up its effective response force. The agency utilizes external resources for certain call types and mutual aid, but is not calculated as part of the effective response force.

The agency operates an adequate, effective, and efficient fire suppression program directed toward controlling and/or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss.

The department completes a comprehensive review of all operational directives related to the fire suppression program every three years. These reviews are intended to assure a predictable course of action on the emergency scene thereby increasing the effectiveness of the agency's responding units and personnel. A committee consisting of one battalion chief and one representative from each of the three shifts are involved in the review process.

The agency has integrated the incident command system as specified by the National Incident Command System (NIMS) directives. The agency adopted the system in compliance with the Homeland Security Presidential Directive 5, *Management of Domestic Incidents*, issued by the federal government on February 28, 2003. Also, the agency establishes incident command on all single and multiple unit responses regardless the complexity of the incident. The agency implements the Blue Card Command Certification Program training for all emergency incidents.

The agency completes an annual report to appraise the effectiveness of its fire suppression program. The agency also reports response performance and basic suppression effectiveness measures to the city of Fort Collins community dashboard on a quarterly basis. Other information gathered to determine the effectiveness of the fire suppression program are after action reports, emergency percentile response, percent of calls by station, percent of calls by call type, call load by station, calls per apparatus, percent of calls per day, and percent of calls by hour of day. The agency and Colorado State University have teamed together to study the after action reports to help determine the effectiveness of the fire suppression program.

The majority of annual appraisals and reports currently include output measures in such a way as to allow for the identification of trending over time (year-to-year for example), which has enabled the agency to establish ratios and comparative trends as a foundation on which to build more comprehensive outcome measures. While the annual program appraisal is not fully outcome-based, the department has a program appraisal system in place and understands the need for more outcome-based data. This statement applies to all program appraisals and is applicable to other program categories.

The department's response and deployment standards are based upon the urban, suburban, and rural population densities, and the fire demand of the community. Thirteen fire stations provide citywide and outlying area coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the Poudre Fire Authority Board. The department's benchmark service level objectives are as follows:

For 90 percent of all moderate, high and special risk structure fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in the urban response zone; 7 minutes and 20 seconds in the suburban response zone; and 12 minutes and 20 seconds in the rural response zone. The first-due unit for all risk levels shall be capable of providing 600 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; establishing incident command; providing a scene size-up to include a 360

degree walk around of the scene; establishing an attack line flowing a minimum of 150 gpm; providing for pump operation; and extinguishing the fire. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 14 firefighters and officers, shall be: 14 minutes and 20 seconds in the urban response zone; 16 minutes and 20 seconds in the suburban response zone; and 20 minutes and 20 seconds in the rural response zone. The ERF for moderate risk shall be capable of: providing for primary interior search of the structure, ventilation, advancing additional attack lines, complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out, establishing an uninterrupted water supply, providing an incident safety officer, establishing a Rapid Intervention Team (RIT), providing a “non-combatant” incident commander, establishing divisions and groups as appropriate, and providing for ladders and equipment to support fire ground operations.

For 90 percent of all high risk structure fires, the total response time for the arrival of the ERF, staffed with 25 firefighters and officers, shall be: 16 minutes and 20 seconds in the urban response zone; 18 minutes and 20 seconds in the suburban response zones; and 22 minutes and 20 seconds in the rural response zone. The ERF for high risk structure fires shall also be capable of performing tasks in accordance with high-rise operational directives to include providing lobby control and supplying a fire department connection (FDC). These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department’s baseline statements reflect actual performance during 2010 to 2014. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department’s actual baseline service level performance is as follows:

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 8 minutes in the urban response zone; 11 minutes in the suburban response zone; and 16 minutes and 36 seconds in the rural response zone. The first-due unit for all risk levels is capable of providing 600 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; establishing incident command; providing a scene size-up to include a 360 degree walk around of the scene; establishing an attack line flowing a minimum of 150 gpm; providing for pump operation; and extinguishing the fire. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the ERF, staffed with 14 firefighters and officers, is: 13 minutes and 30 seconds in urban areas; 17 minutes and 18 seconds in suburban areas; and 25 minutes and 18 seconds in rural areas. The ERF for moderate risk is capable of: providing for primary and secondary interior search of the structure, ventilation, advancing additional attack lines, complying with the Occupational Safety and Health Administration (OSHA) requirements of two-in and two-out, establishing an uninterrupted water supply, controlling utilities, providing an incident safety officer, establishing a Rapid Intervention Team (RIT), providing a “non-combatant” incident

commander, performing salvage and overhaul, establishing divisions and groups as appropriate, and providing for ladders and equipment to support fire ground operations.

For 90 percent of all high and special risk structure fires, the total response time for the arrival of the first-due unit in urban areas, staffed with 2 firefighters and 1 officer, is: 8 minutes in the urban response zone. The first-due unit for all risk levels is capable of providing 600 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; establishing incident command; providing a scene size-up to include a 360 degree walk around of the scene; establishing an attack line flowing a minimum of 150 gpm; providing for pump operation; and extinguishing the fire. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that the Poudre Fire Authority did not have sufficient high or special risk structure fire incidents, which required a first-due response in suburban and rural areas or an effective response force in urban, suburban, and rural areas to be assembled for 2010-2014, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or the effective response force in this report in the described population densities.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2010-2014.

Moderate Risk Structure Fires - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	2:30	2:30	2:36	2:30	2:36	2:12
		Suburban	2:18	2:18	2:12	2:42	2:06	2:18
		Rural	3:18	3:48	3:42	N/R	3:18	2:30
Turnout Time	Turnout Time 1st Unit	Urban	1:36	1:48	1:36	1:36	1:42	1:36
		Suburban	1:54	1:42	1:48	1:42	2:00	2:00
		Rural	1:54	1:54	1:54	N/R	2:06	1:48
Travel Time	Travel Time 1st Unit Distribution	Urban	4:42	4:36	4:30	4:30	5:12	4:54
		Suburban	8:12	6:36	9:06	7:42	7:12	8:12
		Rural	13:30	N/R	14:18	N/R	11:24	N/R
	Travel Time ERF Concentration	Urban	10:12	9:36	9:36	9:54	12:24	10:00
		Suburban	14:12	10:18	14:12	12:54	N/R	N/R
		Rural	20:48	N/R	N/R	N/R	39:36	16:48
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	8:00	8:30	8:12	7:30	8:18	7:42
		Suburban	11:00	10:36	13:06	11:00	10:00	11:36
		Rural	16:36	N/R	17:30	N/R	15:24	N/R
	Total Response Time ERF Concentration	Urban	13:30	12:30	13:00	12:54	16:12	13:24
		Suburban	17:18	13:18	17:30	17:00	N/R	N/R
		Rural	25:18	N/R	N/R	N/R	N/R	N/R
Total Responses		Urban	1,087	198	239	217	212	221
		Suburban	191	34	33	46	37	41
		Rural	66	13	16	9	16	12
		Total All Responses	1,344	245	288	272	265	274

High Risk Structure Fires - 90th Percentile Times - Baseline Performance			2010 - 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	2:12	1:54	2:12	N/R	N/R	1:54
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Turnout Time	Turnout Time 1st Unit	Urban	1:30	1:24	1:42	N/R	N/R	1:18
		Suburban	1:36	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Travel Time	Travel Time 1st Unit Distribution	Urban	4:48	3:48	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
	Travel Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	8:00	6:24	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
	Total Response Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Responses		Urban	44	12	10	7	5	10
		Suburban	4	0	1	2	1	0
		Rural	0	0	0	0	0	0
		Total All Responses	48	12	11	9	6	10

Criterion 5B – Fire Prevention / Life Safety Program

The Poudre Fire Authority fire prevention section is made up of five area of service; inspection services, systems, plan review, public education, and investigations. These sections work closely together by sharing resources to deliver quality service to the community. This section is headed by the fire marshal with five assistant fire marshals, three inspectors (part-time), one public educator, and six fire inspection coordinators (two suppression staff per shift that are assigned to the trucks). This level of staffing allows for every system to be inspected annually. The revenue generated from the system inspections assists in funding not only the staffing for the system inspections, but also the staffing for general inspections.

The agency operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid firefighting equipment.

The Poudre Fire Authority operates under the 2012 *International Fire Code (IFC)* with local amendments that were adopted in March 2014.

The Poudre Fire Authority enforcement program assures compliance with the adopted codes from design conception to ongoing inspections. The inspection process in the agency focuses on ensuring compliance through plan review, permit, construction, systems, and school inspections. Inspections of systems are completed annually. General inspections are completed by the fire prevention staff either annually, or every three years based on guidelines established for the occupancy classification.

The Poudre Fire Authority fire prevention program has adequate staff with specific expertise to meet program goals and objectives. The use of the fire inspection coordinators in the field has been a successful program for the agency. This requires a three year commitment by the firefighters who apply and test for the position and are required to obtain their Colorado State Fire Systems Inspector certification. There is substantial interest in this commitment from the firefighters.

The systems program has one full-time and three part-time civilian positions. All have their Colorado State Fire Systems Inspector certifications and ICC Fire Inspector 1 certifications. The fire marshal and the five assistant fire marshals maintain and are continuing to obtain certifications needed to meet the goals and objectives of the programs.

Other certifications held by members of the program include ICC Fire Inspector 2 and ICC Plans Reviewer.

The agency provides an annual appraisal to determine the effectiveness of the fire prevention programs. The appraisal findings are outlined in the agency's annual report. The fire prevention section of the annual report details the activities and services provided by the different sections within fire prevention. This report also provides various analyses of these programs.

The Poudre Fire Authority's jurisdiction is currently experiencing a large amount of new construction projects. In order to prevent an over task of resources, a large project process has been created. This process has created a method for thorough inspections with minimal time. One inspection that would normally take a week can now be completed in three hours.

Criterion 5C – Public Education Program

The Poudre Fire Authority has expanded the education program over the past year. The education is designed to impact all ages within the community. It has been successful in partnering with local programs as well as delivering its own. Current program focus has included car seat installs, station tours, fire drills, home safety checks, smoke alarms, school programs, and Remembering When™.

The agency currently has one educator position. With the wide variety of education needs in the community, the educator relies heavily on firefighter staff for assistance in delivering education. The educator has provided the firefighter staff lessons and guidance for delivering education to the public in the most effective format. The agency data is showing success in reducing community risk.

A public education program is in place and directed toward identifying and reducing specific risks in a manner consistent with the agency's mission.

The Poudre Fire Authority public education program targets specific risks and risk needs as identified through the analysis of incident data. This program partners with other governmental programs as well as created their own programs to deliver to the community served. Because of the diverse population all ages are targeted with some form of life safety education. Areas targeted include school

age children with both a second and seventh grade program that incorporates fire safety with the school standards from car seat installation training for new parents to home safety inspections and fall prevention for seniors.

Through a partnership, the agency was able to acquire a safety trailer that is divided into three rooms. Each room addresses different fire hazards in the home from fireplaces to cooking to home escape. The school programs taught in second and seventh grades have reached an excess of 2,000 students. The car seat program has resulted in over 300 car seats installations and has seen a reduction in child injuries in car accidents for the jurisdiction. Home safety checks are done at the request of the resident. Fall prevention programs are done as part of Remembering When™ with a partnership from the local hospital.

Other programs maintained by the agency include a smoke alarm program, which has resulted in the installation of over 1,000 smoke alarms in their community. Smoke alarms are installed based on at least one of two criteria; inability to afford the smoke alarms or immediate need. Canvassing neighborhoods for needed smoke alarms can be done as a needed by the agency.

The Poudre Fire Authority has current standard operating procedures and guidelines in place that direct the public education program. Along with the administrative policies in place, the program is directed by the Strategic Goals and Targeted Outcomes plans as well as community requests for education. The operating procedures include development of lessons plans and guidelines for the education provided to the community members.

Poudre Fire Authority conducts an annual appraisal of the effectiveness of public education programs and reports the findings in the annual report. Areas highlighted by the report include the number of requests each year based on request type. The agency shows five years of data to demonstrate the change in the varied requests. This report also highlights the age group reached by the request for education. One of the city's local partners is the Larimer County Safe Kids Coalition. Through this partnership, the agency is provided an evaluation of the number of times car seat education has been performed. Also included are the juvenile fire setter intervention data and the change in referred interventions for the past five years. Goals are also outlined for the next year in this report.

The agency's education program is showing success at reducing community risk. The program expects to expand upon current programs, as well as continue to develop programs that address the needs of the community. Areas of enhancement include expanding the Remembering When™ program to include monthly meetings with seasonal messaging and fall prevention being provided quarterly. Plans also include development of a New Parents Home Safety Check program. This would not be a baby-proofing program, but a program to educate parents on maintaining a safe home for children. Seventh grade education was recently added to the school program as a pilot; this program will be made available to more schools. The fire education program is a comprehensive program that will continue to grow as community risk is identified.

Poudre Fire Authority offers many public education programs and services. The agency should consider more fully analyzing the target audiences to deliver appropriate information to the various groups and individuals in the community. It is recommended that the agency establish a method of utilizing data from national and regional public education trends to more clearly define public education program outcomes within their diverse community.

The Poudre Fire Authority public educator is the focal point in the agency for public education programs. However, the position is only funded on a year-to-year basis. The uncertainty of continued funding could result in the position being eliminated with a reduction of public education programs and services to the community. Funding for the position is a budgeted item and is a financial decision that is reviewed during the annual budget review process. The agency is encouraged to pursue the possibility of making the position full-time. It is recommended that the agency consider transitioning the public educator specialist position from an annually-funded position to full-time status.

Criterion 5D – Fire Investigation Program

The Poudre Fire Authority has a fire investigation section dedicated to determining origin and cause of fires within the jurisdiction. This section includes one assistant fire marshal and six fire inspection coordinators (two firefighters per shift). This system provides access to an investigator at all times. The agency relies heavily on the partnerships developed with neighboring law enforcement agencies, as well as insurance companies. The investigation capabilities are enhanced by these established partnerships.

The agency operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property.

The Poudre Fire Authority's fire investigation program is authorized by the 2012 International Fire Code, which was adopted by the agency in 2014. The code is enforceable through the Fort Collins Municipal Code Section 9-1 and through the Colorado Revised Statutes CRS 32-1-1002 (1) (d). The department has the responsibility to determine fire origin and cause; however, they partner with local law enforcement for police powers.

The Poudre Fire Authority conducts investigations on all accidental and intentional fires and explosions. The responding investigator utilizes the scientific methods outlined in the *NFPA 921, Guide for Fire Explosion Investigations*. Investigators are trained to perform investigations to determine the origin and cause of all significant fires and explosions.

The Poudre Fire Authority investigation program has adequate staffing with specific expertise to accomplish the program goals and objectives. The assistant fire marshal of investigations holds credentials including National Association of Fire Investigators-Certified Fire and Explosions Investigator, International Association of Arson Investigators-Certified Fire Investigator, and National Wildland Coordination Group-Wildland Fire Investigator.

All six fire inspection coordinators are trained to perform investigations. With six fire inspection coordinators and the assistant fire marshal, the agency has at least three investigators available at all times to respond to an incident requiring an investigator. Working with the local law enforcement, the agency experiences a high clearance rate.

While Poudre Fire Authority has trained fire investigators, the peer team learned through interviews with the fire chief that there is a need to provide additional certification for those personnel. The certification would enhance the fire investigator credentials and would lend credibility in the court system. It is recommended that the agency implement certification for fire investigators through the Colorado Peace Officer Standards and Training Board to further support and enhance fire investigation capabilities and collaborative relationships with local law enforcement providers.

The Poudre Fire Authority fire investigation program has current standard operating procedures in place to direct the fire cause and investigation program. Policies in place include Poudre Fire Authority Fire Prevention Policy and Operational Directive 2.5.1, *Fire Investigations*. These policies are aligned with *NFPA 921, Guide for Fire Explosion Investigations*. The agency works closely with local law enforcement agencies where officers and agents are also trained in investigation procedures. Current policies are reviewed for change as new technologies become available and as changes are made to *NFPA 921, Guide for Fire Explosion Investigations*.

The Poudre Fire Authority conducts an annual appraisal of their investigation program and reports on the program's effectiveness in its annual investigations year-end report. These activities are also published in the agency's annual report. These reports detail the fire summary data, law enforcement assistance and case disposition, as well as variance regarding call types from the previous years.

Criterion 5E – Technical Rescue

The Poudre Fire Authority provides a wide range of technical rescue programs to its residents including, vehicle extrication, water rescue, ice rescue, high-angle rescue, collapse rescue, trench rescue, machinery rescue, confined space rescue, large animal rescue, and elevator rescue. All personnel are certified in basic rescue operations and ice rescue. Sixty-five percent of the department's operations personnel are certified in one or more rescue disciplines to the special operations level.

The agency maintains an extensive cache of Urban Search and Rescue (USAR) typed deployable tools and equipment on its rolling fleet of apparatus to provide technical rescue services throughout the response area. The agency's two ladder trucks are outfitted with an extensive compliment of equipment and specialty resources directed at technical rescue. The engines are primarily equipped with extrication equipment and a compliment of small tools. The authority maintains immediately deployable support resources including a swiftwater rescue boat and a collapse trailer.

The agency's technical rescue resources are attached to the Colorado Task Force One (CO-TF1) USAR team that is based in Denver CO.

The agency operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause, e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse, fire, etc.

The authority has a comprehensive set of standard operating guidelines in place that direct all facets of its operations including technical rescue activities. The guidelines are found in electronic format and easily accessible for personnel on internal server drives. Policy guidance for technical rescue activities are contained in Operational Directives 6.1.1 through 6.1.12 and cover topics such as vehicle extrication, ice rescue, elevator rescue operations, and mountain rescue procedures. By policy, the authority reviews its operational directives on an annual basis and provides updates as changes in operations, demographics, or infrastructure occur. Agency directives are specifically formatted for continuity and follow a hierarchal numbering system for easy reference.

The agency utilizes its annual report as its primary method for determining the effectiveness of its technical rescue program. The compilation of the report provides a mechanism for program evaluation and identifying trends affecting service delivery. The document highlights the types of rescue incidents occurring in the community, notable technical rescue incidents, and call volume history.

The annual report is presented to the board of directors annually by the fire chief and the document is available digitally.

The department's response and deployment standards are based upon the urban, suburban, and rural population densities, and the technical rescue demands of the community. 13 fire stations provide jurisdiction wide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the Poudre Fire Authority Board. The department's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 25 seconds in urban areas; 9 minutes and 25 seconds in suburban areas; and 15 minutes and 30 seconds in rural areas. The first-due unit shall be capable of: establishing incident command, providing scene size-up including a 360 degree walk around, securing the scene, and ordering additional resources as necessary.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 16 firefighters and officers shall be: 10 minutes and 20 seconds in urban areas; 12 minutes and 20 seconds in suburban areas; and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of: providing for stabilization of applicable vehicles or equipment; deploying specialized equipment such as high-angle rope, ventilation, and shoring equipment; coordinating and performing a rescue of a single patient.

The department's baseline statements reflect actual performance during 2010 to 2014. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 3 firefighters and 1 officer, is: 8 minutes and 18 seconds in urban areas; 12 minutes and 12 seconds in suburban areas; and 20 minutes and 12 seconds in the rural areas. The first-due unit is capable of: establishing incident command, providing scene size-up including a 360 degree walk around, securing the scene, and ordering additional resources as necessary.

It was verified and validated by the peer assessment team that the Poudre Fire Authority did not have sufficient technical rescue incidents, which required an effective response force to be assembled for 2010-2014, to provide reliable data. There are therefore no baseline service level performance statements provided for the effective response force in this report.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2010-2014.

Technical Rescue - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	3:06	2:30	3:00	3:18	3:06	2:24
		Suburban	3:42	2:42	3:42	2:12	3:18	N/R
		Rural	3:24	4:06	4:06	3:24	2:30	N/R
Turnout Time	Turnout Time 1st Unit	Urban	1:42	1:42	1:48	1:30	1:42	1:36
		Suburban	1:54	1:54	1:48	2:00	1:48	N/R
		Rural	2:06	1:48	2:12	1:54	2:00	N/R
Travel Time	Travel Time 1st Unit Distribution	Urban	4:36	7:30	4:36	4:30	4:24	5:12
		Suburban	8:06	6:42	8:06	6:54	7:00	N/R
		Rural	15:18	12:06	17:30	12:48	11:42	N/R
	Travel Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	8:18	11:54	8:18	8:54	7:54	7:30
		Suburban	12:12	10:30	12:18	10:24	11:06	N/R
		Rural	20:12	16:54	21:30	16:12	15:00	N/R
	Total Response Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Responses	Urban	145	20	51	21	30	23	
	Suburban	78	14	31	13	12	8	
	Rural	64	13	16	14	14	7	
	Total All Responses	287	47	98	48	56	38	

Criterion 5F – Hazardous Materials (Hazmat)

The Poudre Fire Authority has a comprehensive approach to hazardous materials emergencies wherein all personnel are trained to the operations level and the personnel operating out of fire station 10 are credentialed at the technician level. The agency is part of a cooperative of participating departments in northern Colorado for specialist-level expertise and large-scale hazardous material incidents. Personnel are initially certified through a credentialed hazardous materials course consisting of 80 hours of structured coursework and thereafter supplemented with annual continuing education. The agency is the lead hazardous materials emergency response agency in the area and provides services through mutual aid agreements.

The agency equips all front-line engines and ladder trucks with a small equipment cache to handle minor gas and fuel leaks. Resources to support significant hazardous material events are deployed from the agency’s apparatus stationed at fire station 10 and mitigated by appropriately trained personnel sourced from the compliment of on-duty personnel. The agency deploys a cross-staffed foam unit and a multi- discipline weapons of mass destruction response and decontamination trailer.

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency during the destabilized emergency portion of the incident.

Poudre Fire Authority has a comprehensive set of standard operating guidelines in place that direct all facets of its operations including hazardous material mitigation activities. The guidelines are found in electronic format and easily accessible for personnel on internal server drives. Policy guidance for hazardous material activities are contained in Operational Directives 5.1.1 through 5.1.6 and cover topics such as spill and leak containment, natural gas leak procedures, and company-level incident response. By policy, the agency reviews its operational directives on an annual basis and provides updates as changes in operations, demographics, or infrastructure deem necessary. Agency directives are specifically formatted for continuity and follow a hierarchical numbering system for easy reference.

The authority uses its annual report as its primary method for determining the effectiveness of its hazardous materials response program. The compilation of the report provides a mechanism for program evaluation and identifying trends affecting service delivery. The document highlights the types of hazardous materials incidents occurring in the community, notable hazardous material-related incidents, and call volume history. The annual report is presented to the board of commissioners annually by the fire chief and the document is available digitally.

The system utilized by the agency to certify new hazardous materials technicians has made it difficult to create a sustainable pool of technicians throughout the system. In addition, the agency could benefit from increasing the amount of personnel certified at this level to create staffing models that allow for more depth in this discipline and to enable secondary hazardous materials response capabilities. There are alternative training systems available to the agency that could decrease the time and cost involved to certify response capable hazardous materials technician. The agency should consider exploring these systems to determine the feasibility of increasing the amount of certified personnel. It is recommended that the agency develop methodologies to increase the number and availability of certified hazardous materials technicians.

The department's response and deployment standards are based upon the metro, urban, suburban, and rural population densities, and the hazardous materials response demands of the community. Thirteen fire stations provide citywide coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the Poudre Fire Authority Board. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 8 minutes and 30 seconds in urban areas; 9 minutes in suburban areas; and 12 minutes and 20 seconds in rural areas. The first-due unit shall be capable of: establishing incident command including the

safety function; providing a scene size-up to include a 360 degree walk around; attempt product identification, emergency decontamination, and establish a containment zone.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF) including the hazardous materials response team, staffed with 6 firefighters and officers, shall be: 10 minutes and 20 seconds in metro and urban areas; 12 minutes and 20 seconds in suburban areas; and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

The department's baseline statements reflect actual performance during 2010 to 2014. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 10 minutes and 44 seconds in urban areas; and 13 minutes and 1 second in suburban areas. The first-due unit is capable of: establishing incident command; providing a scene size-up to include a 360 degree walk around; attempt product identification, emergency decontamination, and establish a containment zone.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the ERF, staffed with 6 firefighters and officers is: 16 minutes and 29 seconds in urban areas; and 20 minutes and 43 seconds in suburban areas. The ERF is capable of: appointing a site safety officer; and providing the equipment, technical expertise, knowledge, skills, and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

It was verified and validated by the peer assessment team that the Poudre Fire Authority did not have sufficient hazardous materials incidents in the rural areas, which required a first-due response or an effective response force to be assembled for 2010-2014, to provide reliable data. There are therefore no baseline service level performance statements provided for the first-due unit or the effective response force for rural areas in this report.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2010-2014.

Hazardous Materials - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	3:28	N/R	3:00	N/R	N/R	N/R
		Suburban	3:26	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Turnout Time	Turnout Time 1st Unit	Urban	2:18	N/R	N/R	N/R	N/R	N/R
		Suburban	2:17	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Travel Time	Travel Time 1st Unit Distribution	Urban	6:03	N/R	5:49	N/R	N/R	N/R
		Suburban	8:45	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
	Travel Time ERF Concentration	Urban	12:25	N/R	N/R	N/R	N/R	N/R
		Suburban	17:10	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	10:44	N/R	9:10	N/R	N/R	N/R
		Suburban	13:01	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
	Total Response Time ERF Concentration	Urban	16:29	N/R	N/R	N/R	N/R	N/R
		Suburban	20:43	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Responses	Urban	42	7	15	7	8	5	
	Suburban	19	5	7	3	3	1	
	Rural	1	1	0	0	0	0	
	Total All Responses	62	13	22	10	11	6	

Criterion 5G – Emergency Medical Services (EMS)

The Poudre Fire Authority is the authority having jurisdiction for pre-hospital emergency care within the agency’s boundaries. The agency responds to all emergency medical situations to provide basic life support (BLS) first responder services. The agency contracts advanced life support (ALS) care and transport to the Poudre Valley Health System (PVHS), a public non-profit hospital system. PVHS operates a level III trauma center in Fort Collins, which serves as the principal tertiary medical facility. The nearest level I trauma center is located in Denver, CO. PVHS operates the paramedic-level ALS ambulance service and responds to all ALS- type incidents within the Poudre Fire Authority boundaries. Both agencies operate under a medical protocol system administered by the designated medical director at PVHS. The agency deploys one engine staffed with a minimum of three personnel to all BLS-classified medical incidents. Responding personnel are capable of providing first responder emergency medical response support with automatic external defibrillation (AED). PVHS deploys an ambulance staffed with two paramedic-certified staff to all ALS classified medical incidents and all incidents requiring patient transport regardless of medical classification. A supervisory support unit is deployed on certain high- risk calls for service such as cardiac arrest and multiple patient motor vehicle accidents. PVHS is capable of providing the full spectrum of BLS and ALS pre-hospital emergency care.

All Poudre Fire Authority personnel are trained, at a minimum, to provide BLS capability at the emergency medical technician basic (EMT-B) level. The agency maintains a minimum compliment of 43 EMT-B service providers on-duty at all times. These personnel are spread out over 13 fire stations. Each front-line apparatus is equipped with adequate equipment, including automatic external defibrillator (AED), airway management, and basic medical supplies to meet support requirements for EMS incidents as defined by contract between the Poudre Fire Authority and the Poudre Valley Health System.

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

Poudre Fire Authority operates under a standardized set of medical protocols developed and administered by the Poudre Valley Health System (PVHS). Both EMS service providers operate under the medical protocol control that is administered by the hospital systems designated medical director. The local protocols are consistent with the *Colorado Department of Emergency Care Scope of Practice*. An electronic version of the protocols resides on the agency's intranet site and hard copy versions are placed in each fire station for reference.

The agency also follows a comprehensive set of internal standard operating guidelines that direct all facets of its operations, including EMS activities. The guidelines are found in electronic format and easily accessible for personnel on internal server drives. The guidelines directing medical response activities are contained in Operational Directives in sections 4.1 and 4.2 and cover topics such as basic EMS operations, infection control, and medical evaluation. The authority reviews its operational directives on an annual basis and provides updates as necessary. The agency directives are specifically formatted for continuity and follow a hierarchal numbering system for easy reference.

The agency generates a patient care record for EMS-related incidents within its records management system. A paper field report is generated for each patient encounter and then manually entered into the record management system (RMS) upon return from the call. Once the data is entered into the RMS, the paper field report is destroyed. The RMS system is digitally hardened and password protected to prevent unauthorized access. Poudre Fire Authority Administrative Policy 33, *Patient Disposition*, provides personnel guidance on the collection and maintenance of patient medical data. The agency's EMS coordinator meets monthly with the medical director to review calls and identify areas for improvement and to coordinate remedial and in-service training when necessary. Additionally, the agency has modified its records management system to analyze data in specific areas of EMS response and treatment.

The agency has a Health Insurance Portability and Accountability Act (HIPAA) compliance program in place where HIPPA compliance protocols are covered under Poudre Fire Authority Administrative Policy 13. Personnel undergo compliance training initially upon hire and then every three years for related medical and legal compliance courses as required under the *Colorado Department of Health and Environment EMS Recertification* directives. All staff members are required to sign an acknowledgement of understanding of agency requirements for HIPPA compliance. Agency policy directs that all staff members are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state, and federal protocols. The agency has not discovered violations of federal HIPAA regulations since implementation of the local policy.

The agency utilizes its annual report as its primary method for determining the effectiveness of its EMS program. The compilation of the report provides a mechanism for program evaluation and

identifying trends affecting service delivery. The document highlights the types of medical incidents occurring in the community, notable medical and injury incidents, and call volume history. The annual report is presented to the board of commissioners annually by the fire chief and the document is available digitally. Analysis of the EMS program is further analyzed through the compilation of the EMS quality assurance program.

The department's response and deployment standards are based upon the urban, suburban, and rural population densities, and the medical support demands of the community. Thirteen fire stations provide citywide and area coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the Poudre Fire Authority Board. The department's benchmark service level objectives are as follows:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 6 minutes and 20 seconds in urban areas; 8 minutes in suburban areas; and 12 minutes and 30 seconds in rural areas. The first-due unit shall be capable of: establishing incident command, providing a scene size-up and initiating patient care to include managing the patient's airway, providing for automatic external defibrillation (AED), and preparing the patient for transport.

Poudre Fire Authority relies upon Poudre Valley Health Systems Emergency Medical Services third-party providers, to complete the effective response force component of its emergency medical services program. The initial arriving company shall be capable of providing basic life support aid including AED until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel will initiate care and the staff from the initial company will provide support as needed.

The department's baseline statements reflect actual performance during 2010 to 2014. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

.For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 8 minutes and 12 seconds in urban areas; 10 minutes and 27 seconds in suburban areas; and 16 minutes and 15 seconds in rural areas. The first-due unit is capable of: establishing incident command, providing a scene size-up and initiating patient care to include managing the patient's airway, providing for automatic external defibrillation (AED), and preparing the patient for transport.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2010-2014. The team also specifically reviewed the EMS call processing data for 2015. By collaborative efforts between Poudre Fire Authority and Fort Collins 911 center, the EMS call processing time has been reduced from 3:08 to 2:17 at the 90th percentile.

Emergency Medical Services - 90th Percentile Times - Baseline Performance			2010- 2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	3:08	3:11	3:19	3:05	3:02	2:57
		Suburban	3:03	3:03	3:18	2:53	3:00	2:57
		Rural	3:14	3:06	3:24	3:05	3:18	3:12
Turnout Time	Turnout Time 1st Unit	Urban	1:43	1:45	1:43	1:40	1:43	1:42
		Suburban	1:52	1:56	1:55	1:41	1:53	1:53
		Rural	1:57	1:54	1:06	1:50	1:53	1:54
Travel Time	Travel Time 1st Unit Distribution	Urban	4:38	4:43	4:42	4:33	4:39	4:28
		Suburban	7:03	7:29	7:20	6:41	7:07	6:38
		Rural	13:05	14:47	12:59	12:54	11:28	13:25
	Travel Time ERF Concentration	Urban	BLS 1 st Response Only					
		Suburban	no PFA ALS concentration units for measurement					
		Rural	no PFA ALS concentration units for measurement					
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	8:12	8:17	8:27	7:59	8:11	8:01
		Suburban	10:27	11:03	10:48	9:57	10:28	9:41
		Rural	16:15	18:17	16:50	15:52	14:58	16:32
	Total Response Time ERF Concentration	Urban	BLS 1 st Response Only					
		Suburban	no PFA ALS concentration units for measurement					
		Rural	no PFA ALS concentration units for measurement					
Total Responses		Urban	24,037	5,564	5,270	5,035	4,655	3,513
		Suburban	2,442	562	447	428	573	432
		Rural	438	80	82	76	109	91
		Total All Responses	26,917	6,206	5,799	5,539	5,337	4,036

Criterion 5H – Domestic Preparedness Planning and Response

The city of Fort Collins Office of Emergency Management (OEM) maintains an all-hazard multi-agency emergency operations plan that is designed to minimize loss of life through the agency’s weapons of mass destruction (WMD) response plan, snow emergency plan, storm water response plan, and other specific emergency management plans that are applicable to the community. The OEM is operated by the agency and is responsible for the maintenance and publication of the emergency operations plan, as well as filling the lead role for all domestic preparedness operations within the city. The City of Fort Collins OEM is staffed by a full-time Poudre Fire Authority battalion chief who functions as the emergency manager and a full-time civilian emergency management technician. The OEM formally answers to the fire chief.

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

The agency works within the published all hazard plans of the Northern Colorado All Hazard Mitigation Plan and the City of Fort Collins Emergency Operation Plan. Its appendices and annexes define roles and responsibilities of participating departments and outside agencies. These plans drive the agency's all-hazard preparedness program consisting of prevention, protection, training, and exercises. The plans also include the Poudre Fire Authority multi-agency partners and the public. Intergovernmental agreements, mutual aid agreements, and memorandums of understanding assist as guidelines for functions and duties.

These plans are reviewed annually and exercised by OEM staff, state of Colorado OEM staff and Federal Emergency Management Administration Region VIII. The organizational structure that the Poudre Fire Authority follows is contained within the NIMS guidelines. The plan is currently being updated by Baker, LLC.

The OEM has overall responsibility for the review and maintenance of the standard operating guidelines that direct the area's domestic preparedness planning and response activities. There are several plans, procedures, and operational directives which include the City of Fort Collins Emergency Operation Plan and Weapons of Mass Destruction Annex, Northern Colorado Mass Casualty Plan and the Poudre Fire Authority hazardous materials team operational directives. During development of the northern Colorado hazard mitigation plan, the agency developed a process to evaluate domestic and international threats and evaluate its capabilities to respond to those threats.

Processes are in place to provide for communications interoperability with other public safety agencies in the field with the neighboring response agencies. The hazardous material teams also have interoperable tools and equipment for detection and decontamination for chemical, biological, radiological, and explosive incidents. Fort Collins 911 dispatch centers have had the capability of linking various agencies into communication groups to enhance interoperability of communications systems.

Criterion 5I – Aviation Rescue and Firefighting Services

Service not provided by Poudre Fire Authority.

Criterion 5K – Wildland Firefighting

The Poudre Fire Authority is the first response provider of wild land interface fire suppression within the service area. Over 22 percent of the agency's total service area is classified as wild land-urban interface and over 25,000 acres of the service area is classified natural area, open woodland, or forest area. These areas are jointly managed by the agency and the state forestry agency. Over 2,000 residential units fall within this area of risk. The agency has conducted a community risk reduction assessment of homes in the wild land areas to help residents reduce their exposure to wild land fires. The risk reduction program is credited with limiting the scope and severity of wild land fires.

The agency deploys a specialized fleet of firefighting resources including two type-one engines, one type-three engine, six type-six engines, one support water tender, and one tactical water tender. These resources are cross staffed with the on-duty compliment of firefighters. When deployed, the wild land engines are staffed with up to four personnel and each tender is staffed with one personnel.

The agency maintains two separate supply points of specialized wild land fire supplies and equipment to support sustained operations. Personnel assigned to the wild land arena are trained to the National Wildfire Coordinating Group (NWCG) Red Card standards and are issued specialized wildland firefighting personal protective clothing and equipment.

The agency operates an adequate, effective, and efficient program directed toward wildland incidents occurring at or in the immediate area.

The agency has a comprehensive set of standard operating guidelines in place that direct all facets of its operations including wildland fire suppression activities. The guidelines are found in electronic format and easily accessible for personnel on internal server drives. The guidelines directing the wildland fire suppression program are covered in Operational Directives 3.2.1 through 3.2.7 and cover topics including initial operations, extended operations, ordering, and ordering air support. By policy, the agency reviews its operational directive's on an annual basis and provides updates as necessary. Directives are specifically formatted for continuity and follow a hierarchal numbering system for easy reference.

The agency utilizes its annual report as its primary method for determining the effectiveness of its wildland fire suppression program. The compilation of the report provides a mechanism for program evaluation and identifying trends affecting service delivery. The document highlights the types of wildland fire incidents occurring in the community, notable incidents, and call volume history. The annual report is presented to the board of commissioners annually by the fire chief and the document is available digitally.

The department's response and deployment standards are based upon the urban, suburban, and rural population densities, and the wildland demands of the community. Thirteen fire stations provide citywide and area coverage; department staffing is based upon station location, incident type, and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and the Poudre Fire Authority Board. The department's benchmark service level objectives are as follows:

For 90 percent of all moderate and high-risk response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 7 minutes and 45 seconds in the urban response zone; 10 minutes and 20 seconds in the suburban response zone; and 14 minutes and 00 seconds in the rural response zone. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, developing an initial incident action plan that takes safety into account, and attacking/extinguishing the fire with hose lines or hand tools according to standard operating procedures.

For 90 percent of all moderate risk wildland firefighting response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters and officers shall be; 14 minutes and 20 seconds in the urban response zone; 16 minutes and 20 seconds in the suburban response zone; and 20 minutes and 20 seconds in the rural response zone. The ERF for moderate risk wildland fire response incidents shall be capable of: providing for an additional progressive hose lay to establish a flank, establishing divisions and groups as appropriate, and providing for the safety of all responding personnel according to standard operating procedures.

For 90 percent of all high-risk wildland response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, shall be: 8 minutes and 25 seconds in the urban response zone; 10 minutes and 55 seconds in the suburban response zone; and 15 minutes and 20 seconds in the rural response zone. The first-due unit shall be capable of: establishing incident command, providing a scene size-up, developing an initial incident action plan that takes safety into account, and attacking/extinguishing the fire with hoselines or hand tools according to standard operating procedures.

For 90 percent of high-risk wildland firefighting response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 9 firefighters and officers shall be: 16 minutes and 20 seconds in the urban response zone; 18 minutes and 20 seconds in the suburban response zone; and 22 minutes and 20 seconds in the rural response zone. The ERF for high risk wildland fire response incidents shall be capable of: conducting an incident complexity analysis, including the need for additional resources (battalion chief); ensuring lookouts, communications, escape routes, and safety zones are adequate and maintained (safety officer); establishing initial rural water supply (tender); and further support fire attack or structure protection with the additional brush unit according to standard operating procedures.

The department's baseline statements reflect actual performance during 2010 to 2014. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's actual baseline service level performance is as follows:

For 90 percent of all wildland response incidents, the total response time for the arrival of the first-due unit, staffed with 2 firefighters and 1 officer, is: 10 minutes and 54 seconds in urban areas; 14 minutes and 12 seconds in suburban areas; and 19 minutes and 54 seconds in rural areas. The first-due unit is capable of: establishing incident command, providing a scene size-up, developing an initial incident action plan that takes safety into account and attacking and extinguishing the fire with hoselines or hand tools according to standard operating procedures.

It was verified and validated by the peer assessment team that the Poudre Fire Authority did not have sufficient wildland incidents, which required an effective response force to be assembled for 2010-2014, to provide reliable data. There are therefore no baseline service level performance statements provided for the effective response force in this report.

The team also reviewed the available 2015 response time data and confirmed it is consistent with the provided information for 2010-2014.

Moderate and High Risk Wildland -90th Percentile Times - Baseline Performance			2010-2014	2014	2013	2012	2011	2010
Alarm Handling	Pick-up to Dispatch	Urban	2:42	3:36	2:48	4:00	2:54	2:00
		Suburban	3:00	2:54	2:06	2:36	3:00	3:54
		Rural	3:24	3:12	3:42	3:24	2:48	2:42
Turnout Time	Turnout Time 1st Unit	Urban	2:18	N/R	N/R	1:54	2:24	2:00
		Suburban	2:24	2:12	2:06	2:18	2:48	2:18
		Rural	2:36	2:48	2:06	2:42	2:12	2:36
Travel Time	Travel Time 1st Unit Distribution	Urban	8:00	N/R	N/R	6:06	8:48	8:06
		Suburban	10:42	6:42	6:54	10:18	14:30	8:00
		Rural	15:00	15:00	12:00	14:00	20:00	14:54
	Travel Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Response Time	Total Response Time 1st Unit On Scene Distribution	Urban	10:54	N/R	N/R	9:42	11:24	10:54
		Suburban	14:12	10:54	9:18	14:00	17:54	14:00
		Rural	19:54	19:42	17:24	17:54	22:36	17:36
	Total Response Time ERF Concentration	Urban	N/R	N/R	N/R	N/R	N/R	N/R
		Suburban	N/R	N/R	N/R	N/R	N/R	N/R
		Rural	N/R	N/R	N/R	N/R	N/R	N/R
Total Responses		Urban	63	7	8	17	14	17
		Suburban	77	11	12	20	19	15
		Rural	79	10	15	18	11	25
		Total All Responses	219	28	35	55	44	57

Category VI — Physical Resources

The Poudre Fire Authority maintains thirteen fire stations and three support facilities that are strategically distributed to meet the service level objectives. The department has funding approval to relocate and build a new station eight to address the recent growth in the southeast corner of the jurisdiction. This station will convert from being a volunteer-staffed station to a career-staffed station. To meet the department’s standards of cover and service level objectives, it operates a diverse response fleet of apparatus and support vehicles, which are appropriate for the functions served. The department has its own internal maintenance department that is appropriately staffed and properly trained and qualified to maintain the apparatus and equipment used for emergency response activities.

Development and use of physical resources is consistent with the agency’s established plans. A systematic and planned approach to the future development of facilities is in place.

The agency strategic planning process guides the planning for physical facilities at the strategic level. Representatives from all levels of the organization are represented in the process. All physical facility planning is conducted by consulting the stakeholders when specific projects are implemented.

Fixed facility resources are designed, maintained, managed, and adequate to meet the agency's goals and objectives.

The agency has adequate distribution of physical resources with ten staffed fire stations, three volunteer stations, and one administrative building. Training, office of emergency management, the warehouse, and the self-contained breathing apparatus (SCBA) repair facility are encompassed within the agency training center facility. As new stations are added under the agency's control, data such as population density, response time, and call load will continue to be utilized to determine effective station locations for effective concentration and distribution of resources.

All facilities are built to the federal, state, and local codes and regulations at the time of their construction. Facilities built since 2009 meet the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) certification. All fully staffed fire stations have been upgraded to include Americans with Disabilities Act (ADA) requirements and separate gender specific bathrooms. Station safety enhancements include fire sprinklers, decontamination sinks, and vehicle exhaust systems for frontline and most secondary apparatus.

The agency has adequate space for current needs. The agency should utilize the forthcoming long range financial planning capability for the facilities program. It is recommended that the agency establish a capital improvement plan for all facilities.

Apparatus resources are designed and purchased to be adequate to meet the agency's goals and objectives.

The location of apparatus at Poudre Fire Authority has been effective to meet the strategic response needs of the agency. The agency has analyzed its response performance for 2010-2014 and met its baseline performance objectives as outlined in the standards of cover. The agency has placed engines at all staffed fire stations. Ladder trucks and battalion chiefs are strategically placed for a north and south coverage area. Secondary apparatus, such as tenders and brush rigs, are placed throughout the response area to reduce response times based on their appropriate need as reflected in the risk assessment. To address the concentrated wildland risk in the response area, the locations of the tenders and brush rigs are situated to most optimally support wildland firefighting rural water supply operations.

Poudre Fire Authority uses two apparatus replacement matrices for the fire apparatus and staff fleet. The agency should utilize the forthcoming long-range financial planning capability for the fleet replacement program. It is recommended that the agency establish a capital improvement plan for all apparatus.

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability needs.

Poudre Fire Authority's apparatus maintenance program is established and performed according to the manufacturer's recommendations meeting federal and state regulations. Fire apparatus preventive maintenance and repairs are performed by the agency's two full-time emergency vehicle technicians.

These technicians are Emergency Vehicle Technician certified. Work that is outside of their scope due to equipment or training is outsourced to local providers. Feedback to the peer team from the mechanics indicates that certain preventive maintenance items are done above and beyond manufactures recommendations.

The shared expectations of both the operations and maintenance division are well established in standard operating guidelines. They are reviewed on an annual basis to ensure continuity of operations and a consistent approach to keeping the fleet well maintained. During regularly scheduled maintenance, the agency mechanics utilize a checklist to ensure manufacturer's recommendations and safety aspects are addressed.

Equipment resources are adequate and designed and maintained to meet the agency's goals and objectives.

All in-house maintenance, testing, and inspections are organized by competent equipment managers. These equipment managers oversee the repair of the equipment under their specific program. If repairs are needed outside of the equipment manager's qualification level, external repair vendors are utilized. External testing, such as aerial ladder testing, is coordinated through the agency's mechanics. Records are kept of all maintenance, testing, and repairs. A chief officer maintains oversight of the equipment managers.

Safety equipment is adequate and designed to meet the agency goals and objectives.

The personal protective equipment (PPE) committee identifies the appropriate PPE required for members based on their individual job description. Safety equipment is distributed by the warehouse coordinator. Personnel are issued equipment identified in Operations Policy 12, *Personal Protective Equipment*. Agency members required to use self-contained breathing apparatus are issued a personal facepiece, regulator, half facepiece, and filters.

Category VII — Human Resources

The human resource functions for the Poudre Fire Authority are administered through the human resources director. The agency has been able to work closely with the city of Fort Collins for the provision of benefit and payroll services to the Poudre Fire Authority. An intergovernmental agreement (IGA) provides the Poudre Fire Authority human resources director with administrative support when needed.

General human resources administration practices are in place and are consistent with local, state, and federal statutory and regulatory requirements.

The Poudre Fire Authority has a designated human resources manager. The human resources manager manages and maintains the agency's rules, regulations, policies, and procedures. This position acts as the coordinator for recruitment and manages promotion lists. The human resources manager also works with the city of Fort Collins human resources section to coordinate employee benefits and payroll.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state, and federal statutory requirements.

The Poudre Fire Authority human resources manager utilizes various processes for screening and qualifying employment candidates during recruitment and selection of employees. Recruitment and hiring committees have been formed to assist in the hiring processes. In order to provide a greater reach in recruitment, the agency has hired a consultant to improve the diversity of the applicant pool. The agency has also hired a national testing organization specializing in testing processes that comply with all local, state, and federal requirements.

The Poudre Fire Authority has a clearly defined probationary process utilized to evaluate new and promoted members. After firefighters graduate from the academy, there is a one-year time period to demonstrate knowledge, skills, and abilities as outlined in the agency's post fire academy publication titled the Rookie Book. Civilian employees and promotional employees serve a probationary period of six months. During probationary periods for civilian and promotional employees, quarterly reviews are provided to the employee by their supervisor.

The agency has a comprehensive new hire orientation program. The information covered in the new employee orientation includes personnel rules and regulations, administrative, operation and leave policies, worker compensation, benefits, anti-harassment, payroll, organization chart, the Poudre Fire Authority values, mission, and vision. For civilian personnel, training includes items relevant to their specific job.

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

All agency policies, procedures, and rules are current. They are available in written and electronic format. Administrative responsibility for the policies is provided by the human resources director. The human resources director, with the assistance of the policy committee, ensures policies are updated on a three-year cycle. All employees are required to acknowledge written receipt of the agency personnel rules and regulations.

The Poudre Fire Authority Personnel Rules and Regulations Section 5.7 and Administrative Policy 5.7 define and prohibits any form of unlawful harassment or discrimination. The agency hired an attorney to communicate anti-harassment laws to staff personnel. The presentation provided by the attorney has been posted on the intranet and is available to all members.

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

The Poudre Fire Authority maintains a position classification for each position within the agency. The human resources director administers these classifications and performs a job market analysis annually for firefighter and captain positions. The Mountain States Employers Council reviews civilian employee positions. In the case that civilian employees believe they are working out of their classification, a job analysis questionnaire is used to study the position.

A system and practices for providing employee/member compensation are in place.

The Poudre Fire Authority publishes all rates of pay for all positions in its annual reports. This information is also available via the intranet.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

The health and safety officer is responsible for maintaining the occupational health and safety training program. Instruction on occupational health and safety practices is provided to the recruit firefighters. Post academy probationary firefighters complete task books that verify competency in safe work practices. Operational directives are utilized to distribute health and safety information on new processes, procedures, or equipment.

The Poudre Fire Authority has established an incident safety culture that is based on a system, which is exhibited both in policy and in practice. The primary foundation for Poudre Fire Authority's safety is the agency's risk-profile, which defines the risk-benefit decisions that each member of the organization is expected to operate under.

The Poudre Fire Authority requires "Blue Card" incident command certification of all officers that have both initial and assumption of command responsibilities. This model ensures through initial and on-going certification and simulation that all personnel make sound incident command decisions that affect incident safety. This ensures that the safety responsibility is considered from the initial phases of the incident up to incident termination. Surrounding fire departments have also adopted this training resulting in the extension of the safety philosophy to mutual aid responses.

The agency has assigned one incident safety officer with the rank of captain for each shift. This officer responds on all multi-unit incident scenes in their own response vehicle. The safety officer is expected to confirm that the established incident action plan matches the risk profile and to ensure that all emergency operations are conducted safely. This officer has the authority to suspend any unsafe operations in partnership with the incident commander. In addition, a 40-hour health and safety battalion chief oversees these incident safety officers and coordinates all safety investigations regarding injury and exposure reporting. All personnel that are assigned to fill the role of safety officer have received appropriate training.

After action reviews, which are conducted at the conclusion of all significant incidents, requires that any noted safety concerns or policy violations are identified, reviewed, and sent in writing to the health and safety battalion chief for development of department-wide corrective actions.

Safety considerations for training drills are in place according to industry guidelines. To supplement the safety aspect of drills, a comprehensive review of potential hazards or hazardous conditions can be beneficial when electing whether to move forward with the training activity. As an example, a decision matrix could be of benefit for risk management of river conditions for swiftwater training. The decision matrix can be applied to other drills as well. It is recommended that the agency consider the initiation of risk management assessment for training activities that would set forth predefined risks to consider before and during training events.

The current methodology of utilizing the near-miss reporting system can be improved upon in the areas of reporting methods, distribution of the information, and by integrating the lessons learned with training programs. While the agency has an electronic filing method for near-miss reporting, the program is not being utilized to its full potential. It is recommended that the agency review the near-miss reporting program and develop methodologies to fully incorporate the program into the safety initiatives of the department.

The agency has a wellness/fitness program for recruit and incumbent personnel and provisions for non-compliance by employees/members are written and communicated.

The Poudre Fire Authority provides two comprehensive initial physical fitness evaluations prior to job offers. The first is provided through UC Health Occupational Health Services that references *NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Department*. Colorado State University's (CSU) Human Performance Lab performs a more detailed treadmill stress EKG and fitness evaluation.

Regular medical and physical evaluations are performed at every year, every two years, or every three years based on an individual's risk level. Hazardous materials team members are tested every two years. Civilian physicals are provided on a voluntary basis. All physicals are followed up with a personal review of the results.

In cases of rehabilitation evaluations, after the employee is released for modified duty, the health and safety officer works closely with the employee to ensure they do not return to regular duty prematurely.

The peer fitness program has evolved into a corporate fitness program that provides fitness and nutrition classes. The local university provides a tremendous amount of support to the fitness program. The university also provides comprehensive annual reports on member's fitness levels. The results are reviewed with the individuals. In one case to date, this process can be credited with potentially saving a life by identifying an employee heart issue.

Recently the Poudre Fire Authority Administrative Policy 9, *Physical Fitness Program*, was updated to be aligned with *NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Department* in order to address metabolic equivalent levels. The first cycle of testing and surveys according to the revised policy will occur in 2015. Oversight for this policy is provided by the health and safety battalion chief

Category VIII — Training and Competency

The Poudre Fire Authority under the direction of the training division operates a John Mulligan Training Center located on the property of Colorado State University (CSU). The facility contains all of the resources and structures that are typically found in a modern training facility with an additional 30 acres for future resources. A battalion chief, three training captains, and one full-time and one part-time administrative assistants are assigned to the facility.

A training and education program is established to support the agency's needs.

Poudre Fire Authority has a process in place to identify training needs on an annual basis. The process incorporates any new NFPA standards, Insurance Service Office (ISO) recommendations, certificate requirements, administrative mandates, and recommendations from after action reviews. Tasks are planned, activities are scheduled, and knowledge, skills, and abilities are evaluated to assure capability and competence in anticipation of emergency conditions.

The agency is developing a more proactive and strategic approach to determine training needs. This method includes collaboration with a Colorado State University researcher to determine training needs via evaluation of company performance tests. The training division has an impressive

relationship with CSU and the anticipated results include future development of training activities for the agency.

The agency has identified minimum levels of training for each uniformed position other than senior leadership. As a foundation, all uniformed personnel have to complete Firefighter I, Firefighter II, NWCG Red Card, and hazardous materials operations certifications. This is the minimum level of training and certification for firefighters. It is recommended that the department establish minimum levels of training for all positions of the organization.

At Poudre Fire Authority, command staff is defined as the battalion chiefs and members of the senior leadership team. Development of senior leadership is out of the scope of the agency's training division. It is recommended that the agency develop a more comprehensive and structured staff development program based on continuing education and experiential learning opportunities regarding management of human resources. It is also recommended that the agency continue to collaborate with Colorado State University for career development programs, with a focus on required credentials for organizational succession planning for all positions, programs, and services.

Training and education programs are provided to support the agency's needs.

The training program is well organized and meets the needs of the agency and its members. It also meets the state certification requirements. All members of the agency meet the Firefighter Level I certification through the state of Colorado, emergency medical training, hazardous materials operations level, and the National Wildfire Coordinating Group Red Card requirements prior to the end of initial recruit training. Firefighter Level II is required before the third anniversary date.

One of improved strengths of the department is the process for development of performance-based measures for training. The agency uses certification programs, continued professional training, job specific academies, and the Colorado State University's fire officer professional development program for its performance-based evaluations. Certifications issued by the Colorado Metropolitan Certification Board (CMCB) are based on performance-based measures that are developed based on NFPA standards and approved by the National Board on Fire Service Professional Qualifications (ProBoard). Supplemental training programs are also ongoing with mandatory re-certification of various disciplines, specialized training, and fire suppression training concentrating on the needs of the agency and the community.

The department utilizes performance-based measurements for evaluating performance that is incorporated into a variety of agency programs to ensure the members and companies are competent and confident to perform the job. This is done through individual, company, crew, and multi-company scenarios. The agency is a member of CMCB, which tests and issues performance-based certifications for agency employees. CMCB develops policies and certifications built to NFPA standards and approved by the ProBoard. The ProBoard evaluates CMCB's certification program every five years.

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, diversity, and are current.

The agency's John Mulligan Training Center is located on 30 acres leased from CSU. Fencing surrounds four acres and encloses most of the buildings, props, and equipment. The facility includes a six-story drill tower, a Class A burn building, a repair facility for self-contained breathing apparatus, a pump test pit, and two buildings housing offices, classrooms, and the warehouse. The classrooms

have computers, overhead projectors, and video teleconferencing (VTC) equipped with a video televised conference system that allows for live instructor feedback. Building A houses the offices and classrooms and includes a kitchen, dormitories, showers, and a physical fitness workout room. Building B houses the office of emergency management and the agency's warehouse. A satellite-training site known as the Timberline House is used for search and basic training skills.

Training apparatus consist of a Type 1 engine, four staff cars, a utility vehicle, a backhoe, and three fleet cars. The engine is fully functional so that it can be deployed on emergency scenes if the need arises. The facility is used by multiple agencies on a cooperative basis.

The Poudre Fire Authority reviews training materials at formal and informal meetings to evaluate effectiveness and identify needs based on internal feedback and by studying national trends. This also includes the research study of the after action reports done by CSU. Training materials are also updated from information obtained from networking, attending conferences, and studying fire service journals. Agency training personnel are responsible for the different training programs and are tasked with continually improving their subject matter knowledge and instructional materials to maintain national, state, and organizational standards.

Category IX — Essential Resources

Criterion 9A – Water Supply

Poudre Fire Authority covers 235 square miles comprised of urban, suburban, and rural areas and is serviced by six water departments. The rural area makes up 132 square miles and only 2.8 percent of the call volume. The agencies standard is to provide an adequate water supply at incidents requiring water resources. Alternate means within the Poudre Fire Authority response area include fire department tankers, lakes, reservoirs, rivers, and cisterns. An ISO review was conducted in 2008 and the agency received 34.2 points out of a possible 35 for the water system. The agency was re-evaluated by ISO in December 2014 and is currently waiting on the rating information.

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies.

The Community Safety and Services Division (CSS) of Poudre Fire Authority has established minimum fire flow requirements and water supply needed through its application of the International Fire Code (IFC). Total water supply requirements are verified by technical services within the CSS. The pre-fire planning process uses the National Fire Academy fire-flow formula. In each planning zone, the risk assessment is noted for the maximum needed fire flow.

The peer assessment team observed the agency minimum fire flow requirements was only completed for high fire risk, all new construction, and some moderate fire risk. It is recommended that the agency continue to work toward completion of establishing minimum fire flow requirements and total water supply for moderate fire risk in existing structures and include the data on the pre-fire plans.

The agency relies primarily on fixed water sources (hydrants) and, when required, utilizes alternate means including fire department tankers, lakes, reservoirs, rivers, and cisterns. The department has identified water flow requirements within the jurisdiction and implemented needed countermeasures to meet those standards. The Poudre Fire Authority response area is 235 square miles with 132 of this being rural with a rural population of approximately 7,000 people. The 2008 ISO rating indicated that

shuttle operations utilizing tankers (agency, mutual, and auto-aid) are sufficient to meet water supply needs.

Water districts serving the Poudre Fire Authority response area have been committed to maintaining reliable water supplies within their dedicated areas. All have been proven adequate in the area of water supply for fighting fires. Communications of problems (water line breaks, hydrants out of service, repairs etc.) from the larger water departments have been relayed to the agency and the Fort Collins 911 Emergency Communications Center.

The agency has required hydrants for new development based on Appendix B and C of the International Fire Code (IFC) as amended. The agency has placed a higher standard for water supply for commercial development with high fire potential.

The relationship between the agency and the six local water districts has worked well in the past, but it is informal. There is no written process that the two entities would follow in the event of disagreements. For example, disagreements regarding service levels, system capabilities, reliability, or other potential conflicts are not addressed in a formal, legal agreement. It is recommended that the agency formalize its relationships with the six water districts that serve the jurisdiction.

Criterion 9B – Communication Systems

The Poudre Fire Authority receives its communication services from the Fort Collins 911 (FC911). The center provides primary dispatch center for Poudre Fire Authority, Poudre Valley Health System EMS, Fort Collins Police Services, and all city departments. FC911 is staffed full time with a minimum of four staff and increasing in numbers depending on time and call load. FC911 is a member of the Northern Colorado Radio Communication Network (NCRCN), which upgrades and maintains the 800-mhzradio infrastructure along the northern portion of the Front Range. The NCRCN equipment provides statewide interoperability and for the Poudre Fire Authority on portable, mobile, and fixed communication devices. The department does not have direct control, but works well with the Fort Collins 911 center.

During this accreditation process, the Poudre Fire Authority noticed EMS call processing times were longer than acceptable. The accreditation manager along with Fort Collins 911 center worked together to find a solution. A change in the ProQA dispatch sequence to an earlier point in the dispatch sequence helped make this improvement. The agency experienced the reduction of almost a minute in the call processing time through the introduction of this collaborative process.

In partnership with the Fort Collins 911 center and Poudre Valley Health Systems EMS, Poudre Fire Authority initiated call processing improvements that allowed for the dispatch of units prior to completion of the Emergency Medical Dispatch (EMD) triage process. These changes were initiated on January 1, 2015. Between January 1st and May 31st, 2015, 90th percentile call processing times decreased by 27.1% and reduced total response times by almost a full minute. The Poudre Fire Authority is working to further decrease these times as part of overall response time improvement efforts.

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Fort Collins 911 (FC911) has modern hardware and software capable of meeting the communication needs of regional fire agencies on portable, mobile, and fixed communications systems. UHF, VHF, 700 MHz and 800 MHz communications devices are maintained. The FC911 center associated with Northern Colorado Radio Communications Network (NCRCN), which is maintained by Motorola through Wireless Communications in Greeley, Colorado. Mobile data computers are installed on all fire apparatus.

The department assigns portable radios to every riding position on frontline apparatus, all command staff personnel, and other specialty assignments. All positions are identified with apparatus and riding position. All fire department mobile and portable radios have national mutual aid talk-around channels. In areas of the mountains where the 800 MHz system does not work well due to terrain, a VHF radio is available for the units to utilize.

The agency and FC911 have had challenges in communications in certain locations in the foothills west of Fort Collins. NCRCN is researching any benefits to be derived by becoming a member of the Front Range Communications Consortium (FRCC) of which Poudre Fire Authority is a member. FRCC will provide better coverage on a state of the art Zone Controller to better serve all Front Range communities by 2017.

The computer aided dispatch (CAD) system is shared with three of four county primary safety answering points and with other partners (fire, EMS, and smaller towns in the area). A major upgrade of the Tiburon CAD system was completed in August 2014. CAD is the primary interface with police, fire, and EMS resources utilizing mobile data terminals (MDTs).

FC911 employs both standard operating procedures (SOPs) and operational bulletins to direct dispatch center operations. Bulletins are provided when new processes are presented and as a visual for process flow until the process or procedure is put into a formal SOP. The accreditation team verified the FC911 dispatch SOP manual is a working document and is constantly undergoing updates and improvements.

FC911 is funded for a total of 35 dispatch personnel that includes one communications manager, six dispatch supervisors, and 28 emergency services dispatchers. Due to high dispatcher turnover rates, the center is currently understaffed to handle the amount of radio and phone traffic generated at peak times. It is recommended that the agency work with Fort Collins 911 to establish a recruitment and retention strategy to obtain and reduce the turnover rate of dispatchers.

Criterion 9C – Administrative Support Services and Office Systems

The agency houses its administrative support functions in the administration building. Support services include clerical and professional support for administrative functions, financial support services, record keeping, information technology support, public reception, and planning/assessment services. Oversight of these services is divided between two division head positions.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Administrative support services are appropriate for the agency's size, function, complexity, and mission. The staff members are a robust resource to the numerous functions and divisions of the fire department and play a large part in the process of continuous improvement. An example of this is information technology staffing to support a broad range of business specific technology needs such as records management, staffing and scheduling, mapping, dispatch, and communication needs.

The team discovered that the administration of the agency was concerned that the administrative support capability was not accommodating the needs of line personnel and the fire stations. The team agreed that an analysis of administrative staffing is warranted. It is recommended that the agency perform a staffing needs analysis to assure that administrative support positions are appropriate for the support requirements of stations and line personnel.

Both of the fire inspection coordinators are currently assigned to the two support apparatus. The agency discussed the need to look more closely at the position to determine if it could be utilized in a more effective and efficient manner. It is recommended that the agency perform a staffing needs analysis within the fire marshal office and for the fire inspection coordinator position regarding the most efficient placement in the organization.

Category X — External Systems Relationships

The Poudre Fire Authority maintains 16 written mutual aid agreements with surrounding fire departments and districts, the Larimer County Sheriff's Office, and Fort Collins Police. The authority maintains service agreements with the towns of Fort Collins and Timnath and Weld County. The technical rescue team operates as an integral part of the Federal Emergency Management Agency (FEMA) Urban Search and Rescue Colorado Task Force 1. The agency is a contributing member of the Front Range Fire Consortium, a nine member group of public safety delivery agencies. The agency categorizes its external relationship agreements as legislative, operational, and informal.

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence the agency's mission, operations, or cost effectiveness.

The authority understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The development and maintenance of these relationships with other public safety agencies secures an advanced state of preparedness for Poudre Fire Authority and the region where a major emergency exceeds the capability of the local responders. Additional resources can be immediately mobilized and deployed to the scene to mitigate the incident. These relationships and accompanying agreements enhance the regional response capability and encourages cost effectiveness through shared resources.

Many of the agency's agreements include a conflict resolutions section, but some agreements do not. Typical business methodology indicates a need for consideration of formal conflict resolution agreements with those from whom services are received or given. It is recommended that the agency ensure that all current and future agreements with external agencies incorporate a conflict resolution statement.

The fire service agency has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

External agency agreements are reviewed for currency and to ensure they support organizational objectives. Mutual aid and automatic aid agreements provide the processes in place to assure appropriate requesting and sharing of local equipment, personnel, and items needed for specialized events in order to meet the public protection responsibility of the agency to the community it serves.

Poudre Fire Authority has a longstanding positive relationship with the local union. This affiliation is based upon personal relationships that have been built over the years and not on a formal agreement between labor and management. This circumstance can potentially become challenging when the individuals who are part of that relationship move on or, for example, if a legal matter presents itself. It is recommended that the agency consider formalizing its relationship with the International Association of Fire Fighters Union Local 1945, including a written agreement, in an effort to maximize the effective accomplishment of the agency mission.

