DENVER FIRE DEPARTMENT
PEAK PERFORMANCE 2.0 REVIEW
MARCH 17, 2014

2013 PERFORMANCE REVIEW
2014 INNOVATION PLANNING
<table>
<thead>
<tr>
<th>Mission</th>
<th>To deliver the full spectrum of high-quality public safety services so that everyone reaches their full potential.</th>
</tr>
</thead>
</table>

**Mission Alignment**

- **Kids**
- **Jobs**
- **Safety Net**

**Sustainability & Customer Experience**
<table>
<thead>
<tr>
<th>Citywide Vision</th>
<th>We will deliver a world-class city where everyone matters.</th>
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<tbody>
<tr>
<td>Department Vision</td>
<td>The Denver Fire Department, through commitment to</td>
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<tr>
<td></td>
<td>progressive innovation, service, and dedication, will</td>
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<tr>
<td></td>
<td>provide the highest quality professional services and be</td>
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<tr>
<td></td>
<td>recognized as a national leader in the fire service</td>
</tr>
<tr>
<td></td>
<td>community.</td>
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</table>
National leadership from Innovative solutions

- School of Mines
- Metro
- ACC

National Leader

- Safety
- Operations
- Training

- National Fallen Firefighters
- Wildland FEMA
Mission: To provide quality, timely, and professional emergency services to those who live in, work in, and visit the City and County of Denver, and other communities we serve.

Strategy 1.00: Advocate for safer communities
- Continue to review emergency response times to incidents
- Enhance fire inspection programs through upgraded technology
- Implement additional fire safety license/inspection programs
- Maximize resources to maintain a Class II PPC ISO Rating

Strategy 2.00: Promote a safe and diverse work environment
- Implement a no-cost wellness program and encourage ongoing healthy lifestyles
- Develop/expand professional standards training programs and efficiently maintain training record updates
- Continue to review/revise directives and operational guidelines in electronic format
- Evaluate and refine best practices of recruiting and retaining a diverse workforce

Strategy 3.00: Enhance internal business processes to maintain prudent fiscal management
- Develop staffing study to maximize labor resources and ensure optimal efficiency
- Pursue additional grant funding opportunities to offset operating costs
- Reevaluate fee/service programs to ensure sufficient cost recovery of services provided
- Continue to review/revise directives and operational guidelines in electronic format

Strategy 4.00: Establish and strengthen partnerships with other jurisdictions
- Provide enhanced fire services through intergovernmental agreements
- Develop regional service plans to address emergency service requirements/requests
- Continue to participate in regional Homeland Security planning/training exercises to enhance response capabilities
- Maximize resources to maintain a Class II PPC ISO Rating
DFD Strategies and Initiatives

Strategy 1: Advocate for safer communities

- Continuously review emergency response times to incidents
- Enhance fire inspection programs - IPads
- Implement additional fire safety licenses
- Juvenile Firesetters Program – funding restores
- Station 18 – faster responses for Lowry neighborhood
- Conveyances
DFD Strategies and Initiatives

Strategy 2: Promote a safe and diverse work environment

- Implementation of no cost wellness program – Healthy Spine Program, developing Healthy Shoulder Program
- Develop/expand professional standard training programs – Partnering with National Fallen Firefighters Foundation, Safety Through Wellness and other videos
- Evaluate and refine best practices of recruiting and retaining a diverse workforce – Recruiting numbers improved for minorities, women in 2013
- Ensure all fire apparatus is maintained within company standards for personnel safety and efficiency of fire service - Fleet optimization, working on Police SCBAs
Strategy 3: Enhance internal business processes to maintain prudent fiscal management

• Develop staffing study to maximize labor resources and ensure optimal efficiency – Chiefs in Vacation Matrix

• Pursue additional grant funding opportunities to offset operating costs – Multi-threat, AFG, Safer Grants

• Reevaluate fee/service programs to ensure sufficient cost recovery of services provided - Conveyances and possible future Boiler fees
Strategy 4: Enhance and strengthen partnerships with other jurisdictions/regionalization

- Accreditation – CFAI
- Pro-Board Certification
- Denver International Airport – New firehouse, fire alarm systems efficiencies
- Rocky Mountain Fire Academy – Expanding partnerships (Metro State, Colorado School of Mines)
- Wildland Firefighting Program – Finance Position
DFD CFAI Accreditation

National Accreditation through Commission of Fire Accreditation International (CFAI)

- Accreditation Manager Training Complete – Team Development Phase
- Internationally recognized in fire service industry
- Promotes professional growth to Department personnel
- Provides guidance to fire departments for improved delivery of services by¹:
  - Determining community risks and safety needs
  - Evaluating the performance of the Department
  - Establishing a method for achieving continuous organizational improvement

¹http://publicsafetyexcellence.org
National Accreditation through Commission of Fire Accreditation International (CFAI)

- Performance Evaluation Categories

  - The Commission on Fire Accreditation International (CFAI) accreditation model includes these performance evaluation categories:
    - Assessment and Planning
    - Essential Resources
    - External Systems Relations
    - Financial Resources
    - Goals and Objectives
    - Governance and Administration
    - Human Resources
    - Physical Resources
    - Programs
    - Training and Competency

http://publicsafetyexcellence.org/agency-accreditation/the-process.aspx

1http://publicsafetyexcellence.org
The Problem:

Increased Call volume to “911 abusers” in the City and County of Denver

Increased demand of “911 abusers” can potentially hinder response time to true emergencies

Increased workload of fire and EMS personnel

Overload of hospital emergency departments

“911 abusers” may not be aware of programs throughout the City that could potentially benefit them

The Solution:

Denver Fire Department/Denver Human Services partnership

DHS offers health, cash and medical programs, energy assistance, child support assistance

Setting up a referral program from our fire companies on the street to identify those “911 abusers”

Referring those “911 abusers” to the services offered by DHS via our Public Safety Cadets

Several cities have done similar programs such as Spokane, WA and Las Vegas, NV, with great success
**Goals of the Partnership:**

- Reduce the amount of calls to “911 abusers”
- Keep fire companies available to effectively respond to those true emergencies
- Provide assistance and resources to those individuals that could benefit from services provided by DHS
- Forge partnerships between City agencies and the DFD
- Increase cost savings in terms of apparatus, equipment, and fuel due to less demand for service
- Decrease overload of hospital emergency department systems

**Where are we now?:**

- Initial discussions with Denver Fire Department / Denver Human Services representatives
- March 25th – Initial training course with Denver Human Services “Navigator Training” tailored to DFD needs
- DFD is currently looking at potential ways to set up a dedicated referral system for our fire companies to report possible referrals
## Operations – Division 1
### Cost Recovery Improvements

Cost Recovery Funds collected as a result of negligence:

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Total Since 2011: $135,166  
Yearly Avg. Since 2011: $45,055
Does not include $1.6 mil. revenue collected by the Building Dept. that is attributable to Fire Engineers.
Fire Prevention revenue collected is keeping pace with program costs.

- The total collected for our three primary programs (Inspections, Permits, and Licensing) in 2012 was $4,423,156 and in 2013 was $4,444,417.
- That does not include the minimum $1.6 million that is built into the construction permit revenue collected by Community Planning and Development for the work of our Fire Protection Engineers.
- These totals also do not include our three smaller programs: Contractor-paid Overtime, Firefighter Special Detail Program, and Conveyance Program.

In line with our 2013 goal to seek new opportunities for revenue,
- The Conveyance Inspection Program came on line in July 2013.
- The Boiler Inspection Program is on track to come on line in 2014.
Conveyances (elevators, escalators, moving walkways, AGTS trains at DIA, etc.) Inspection and Certification Program.

- This program came online in July 2013.
- The program has been challenging and time-consuming, but Denver’s conveyances will be far safer under this program than under the former program operated by the State of Colorado.
- We continue to meet with the stakeholders and have improved the program through several new services:
  - Interim Certificate of Operation
  - Expedited Plan Review
  - Expedited Inspection
- We have petitioned for the additional staff we need to operate this program successfully.
- The revenue stream covers all program costs.
Boiler Inspection and Certification Program.

- Fire Prevention is in negotiation with the State of Colorado to take over inspections of boilers in the City and County of Denver.
- Inspections will be conducted by Fire Prevention Inspectors (CSA).
- We have petitioned for the additional staff we need to operate this program and other revenue programs successfully.
- Anticipated results:
  - Better and faster service to Denver’s citizens
  - Better enforcement of safety standards
  - Fewer boilers out of commission
  - Immediate response of boiler inspector(s) to emergency situations
  - New revenue of approximately $500,000 per year (after program costs)
Identify new and continuing technology-related enhancements and cost-saving measures.

- The final phase of the online HMIS program went into effect in Dec. 2013 (online customer service program)
  - We are providing classes for business owners and consultants in HMIS completion.
  - If a small business doesn’t want to do its own HMIS or hire a consultant, we can provide that service for a fee. Numerous businesses have taken us up on this offer.
- Efforts are ongoing toward developing online testing for the licensing program.
- We are exploring the possibility of creating new Firehouse® modules for licensing, conveyances, and boilers.
  - These three programs currently use software-as-a-subscription services: Testmaker (Licensing) and CitizenServe (Conveyances and Boilers).
The Operations and Fire Prevention Divisions conduct annual Fire Safety Inspections in Denver’s commercial properties. Results:
- Safer properties
- Decreased fire loss
- Decrease in fire insurance rates
- Revenue to offset program costs
- Fewer Firefighter injuries

Fire Prevention has worked hard to identify operations that require permits and educate businesses about compliance. Results:
- Safer properties
- Safer commercial operations
- Decrease in fire insurance rates
- Revenue to offset program costs

Permit Revenue – 1998 - 2013
Integration with Development Services – Accela Database Program

- Plan Review
- Records Access – Internal and External
- Coordination of Inspections
- Real Time Inspection Information
- Better understanding of individual agency’s responsibilities to the City by other participating agencies
- Improved inter-agency communication and cooperation
• **New Development: Marijuana Program**
  - We have finished developing the regulation and enforcement guidelines. This process started when the amendment to legalize marijuana was placed before the voters.
  - We are meeting now with the City’s Marijuana Policy Team to coordinate efforts of all four City agencies involved in regulation and enforcement.

• **Extend the current program to reduce false fire alarms, already successful in school occupancies, to residential occupancies of more than two units**
  - This is an ongoing project
  - Fire Prevention has had a representative on the DPS Bond Committee for more than 12 years, urging the members to consider fire safety issues. As a result, old systems have been replaced and we have seen a decrease in number of alarms.
  - Residential properties generate the largest percentage of unnecessary fire alarms and each property must provide the budget to make corrections/upgrades.
Fire Prevention – Division 2
Licensing Programs

- Develop and implement new licensing programs (Central Station Operators, Central Station Runners, Installers/Inspectors of Cooking Hood Protection Systems, Installers/Inspectors of Emergency Communication Systems)
  - Central Station Operators - up and running since September 2013.
  - The other four listed programs are scheduled to launch this year.
  - In July 2013 we updated all current tests with the 2013 standards.
  - Installers/Inspectors of Emergency Radio Enhancement Systems –
    the curriculum and the test were developed and the announcements went out during the week of February 18.
  - Assembly Occupancy Managers - the curriculum and the test were developed and the notices were sent out during January 2013. We continue to schedule those tests.
• Develop and implement new licensing program for Health Care Facility Emergency Coordinators.
  -- Health Care Facility Emergency Coordinator licensing has been up and running since late 2013. To date, 700+ managers from health care facilities have come in and completed the course.

• Develop and implement new certification course for Assembly Occupancy Managers.
  -- To date, 200+ managers from assembly occupancies have come in and completed the course.

• Develop and implement new Facility Manager certification program.
  -- Curriculum for facility managers will include public safety plan, emergency evacuation procedures, lockdown plans, etc.
Fire Prevention – Division 2
Customer Service Improvement

• Improve customer service in the licensing program
  – This is an ongoing project.
  – We have added an outreach program to the stakeholders and to the various fire safety unions.
  – We’ve been helping union members get up to speed on Denver’s requirements.
  – No complaints about the program for almost 2 years.

• Adopt fire code language to support implementation of new revenue-generating programs
  – This was completed in 2013 for Conveyances
  – 2014: Possibility exists for Boilers
• **Fire Dispatch** *(Waiting for DOL Direction)*
  
  • Trained on running new Incident Command Software (Rhodium)
  
  • Planning for new 911 Call and Dispatch Center
  
  • Implemented new safety concerns question in ProQA
Projects:

• Cleaned and inspected over 788 sets of personal protective gear in 2013 – less $ per set compared to old rate (Marken = $24/set normal, $44/set specialized/contaminated; LSI = $52.50/set normal, $92.50 specialized/contaminated)

• Installed new version of Fire House Mobile Inspector on all the Ipads

• Installed new server for Telestaff and FireHouse software

• Continued to save money on uniforms with the Quarter Master program – signed contract renewal (costs 30% below 2008)

• Installed mobile hot spots in the Chiefs’ cars to support Incident Command software
• **Completed Project:** New Lowry Fire Station

• Response times reduced from 6 ½ minutes to around 2 minutes for the Lowry neighborhood

• Station 18 also serves as a training site for confined space, high-rise standpipe operations, high angle training, bail out drill, and roof ventilation

• First Denver fire station with Geo-Thermal heating and cooling

• First Denver fire station with an extractor (PPE cleaning)
Projects:

- Fleet continues to work with DPD and Public Works on partnering and sharing service opportunities.
- Four Engines put in service
- Continued efforts regarding upcoming CIP presentation
- DFD & DPD Shared Services:
  - Body Shop
  - Washing Vehicles
  - Large Vehicles
    - Rack Fees
    - SCBA
• **Sustainability:**
  
  • All stations except one have infrared heating
  
  • There is motion detector lighting in all stations
  
  • Station 18 is presently LEED Silver, working on LEED Gold
  
  • We are working with Denver Water on a Fixture and Irrigation Audit
    • No or low cost improvements to irrigation plan
    • Water Savings Plan (Denver Water)
### Cost Benefit Scenario Summary

<table>
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<tr>
<th>Scenario</th>
<th>Efficiency Changes &amp; Fixtures Replaced</th>
<th>Gal Saved Yr (Fixtures + Irrigation)</th>
<th>% Reduction</th>
<th>Year Cost recouped High</th>
<th>Year Costs Recouped Low</th>
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<td>Savings Plan 3</td>
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<td>Savings Plan 4</td>
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<td>15 7 years</td>
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</table>
General HR:

- Accomplishment: Began the process of identifying the requirements to institute a lateral transfer policy for the DFD.
- Challenge: Establishing recognized standards of training to be utilized as benchmarks for an entry level lateral firefighter.
- Accomplishment: Active participation in the City Records Management Program in an effort to meet City specified goals. Primary work thus far has occurred with fire investigations records.
- Challenge: Organizing a sometimes overwhelming amount of records materials and ensuring that DFD records are stored, secured, and labeled in a manner consistent with City mandate, without increasing personnel allocation to do so.
General HR (cont’d):

- **Accomplishment:** Continued efforts to update the process of Vacation and Kelly Day selection for members. These updates provide additional options for the members while at the same time projecting a decrease in the amount of vacation-related overtime costs.

- **Challenge:** Working within the framework of the current CBA and identifying limitations within the current computerized selections system.

- **Accomplishment:** Clarification of the responsibilities and duties of DFD’s designated OEM Officer, to include more involvement in the planning of City events and the coordination of Safety/Training exercises.

- **Challenge:** The DFD OEM Officer serves a dual role as the Department Telestaff Coordinator, who has the responsibility for the oversight of day-to-day staffing activities and other personnel issues. This dual role creates time challenges for the assigned member.
General HR (cont’d):

- Accomplishment: Refinements continue to be made regarding the processing of DFD Wildland firefighting assets via communication between the Wildland Processor and the Telestaff Coordinator.
- Challenge: Ensuring that overall Departmental needs are being met, while at the same time meeting the demands of the Wildland firefighting program.
- Accomplishment: Began drafting a new Department Directive to refine and guide our process for Administrative response and accountability regarding injured firefighters. The new process will include a rotating on-call “duty-officer” for response to injured firefighters and the production of an injury packet to be provided to members/families.
- Challenge: To ensure the uniform distribution of forms and information for use by injured members and/or their families.
General HR (cont’d):

- Accomplishment: Began exploration of Power DMS for application of training on new and updated policies.
- Challenge: Developing the internal infrastructure to push out such training to all members and accurately track the utilization of this resource.

Internal Affairs Bureau:

- Accomplishment: Development of a new “Corrective Actions Policy” to replace the current Disciplinary Policy. This will incorporate the use of non-disciplinary options for supervisors in their attempts to modify unacceptable behavior and improve performance.
- Challenge: Proper training of supervisory staff in the understanding and proper utilization of the new Directive and associated resources, so that allegations of misconduct or poor performance are addressed in a consistent and thorough manner across the job.
Internal Affairs Bureau (cont’d):

- Accomplishment: Update of all Internal Affairs documents / templates to reflect current templates and letterheads in use throughout the rest of the Department.

Fire (Arson) Investigation Unit:

- Accomplishment: Work has begun to construct a new unit guideline. This will help clarify our responses and processes relating to both DFD and DPD interactions. It will also include reference to modernized procedures such as mobile electronic devices and the Unified Summons process.

- Challenge: This lengthy guideline is broad in scope and references information relative not only to DFD policies and procedures, but also information regarding the Colorado Revised Statutes, DPD Operations Manual, Denver Fire Code, and Revised Municipal Code as they relate to our Investigators. This will involve review by not only the DFD, but also the CAO and DA’s offices for accuracy of content.
Fire (Arson) Investigation Unit (cont’d):

- Accomplishment: For nearly 40 years, the DFD FIU has provided much needed training to fire investigators across the country via the hosting of our annual Fire Investigation Seminar. This seminar helps provide required continuing education for our investigators, as well as elevating their skills and abilities via training from recognized experts in the field; all at no cost to the City.

- Challenge: This year we anticipate directing the Seminar content toward a goal of meeting requirements mandated by the International Association of Arson Investigators to sit for their certification exam as a Certified Fire Investigator. Qualifications as an IAAI-CFI are rigorous. Meeting our training goal this year will require the direct involvement, cooperation, and coordination of the IAAI with our FIU leadership.
The Rocky Mountain Fire Academy is a joint training facility operated and maintained by the City and County of Denver and the City of Aurora. The Academy provides training to recruits and firefighter personnel from both cities and features various fire training simulators. The Academy also serves as a regional training facility for other local and state government agencies and colleges including:

• State of Colorado
• Evergreen Fire Department
• Pleasant View Fire Department
• Community College of Aurora
Officer Development:

- Working with the members of CMCB to standardize as well as utilizing the expertise of five departments in the development of the program – internal, standardized program (cost savings by hosting only one class)
- Certification process utilizing best practices to help prepare the Officer candidates for the position

Higher Education Partnerships:

- Currently in partnership with the Community College of Aurora to provide educational opportunities for our fire fighters along with enhancing the practical portion of their Fire Science Degree Programs
- In the initial partnership stages with Metro State University of Denver
Safety and Training – Division 5
Recruit Academy Efficiencies

Use of Time
• Vendors present at orientation - not paid by DFD
• 9 hour days with a short day for recruits – better recovery time

Benefit
• More time for instruction which leads to less overtime for instructors addressing deficiencies. The opportunity for spouses to hear and understand what the vendors have to offer has also proven to be beneficial.
• Minimizes overtime by staff by incorporating planning time and allowing time for remedial instruction for recruits. Less injuries from overexertion with built in time to recover during the week.
Use of Staff

• Using in-service companies to assist with drill ground instruction.

(Cost avoidance of two FTE Lts at RMFA = $250,000 savings)

Benefit

• On line companies improve their skills by teaching and participating. Better student to teacher ratio leads to better instruction and less remedial training, thus reducing overtime for staff. Less overtime to cover for instructors.
## Recruiting Diversity

### Took Written Test 2014

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<td>18.59%</td>
</tr>
<tr>
<td>White</td>
<td>59.02%</td>
<td>3.88%</td>
<td>0.40%</td>
<td>63.29%</td>
</tr>
<tr>
<td>Asian</td>
<td>1.50%</td>
<td>0.16%</td>
<td>0.00%</td>
<td>1.66%</td>
</tr>
<tr>
<td>Nat. Am.</td>
<td>0.79%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.79%</td>
</tr>
<tr>
<td>Un. Race</td>
<td>2.22%</td>
<td>0.16%</td>
<td>2.61%</td>
<td>4.98%</td>
</tr>
<tr>
<td>Pac Isl</td>
<td>0.32%</td>
<td>0.08%</td>
<td>0.00%</td>
<td>0.40%</td>
</tr>
<tr>
<td>Multi</td>
<td>4.19%</td>
<td>0.47%</td>
<td>0.08%</td>
<td>4.75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90.11%</strong></td>
<td><strong>6.57%</strong></td>
<td><strong>3.32%</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
Recruiting Diversity

- White alone - 325,415 (52.5%)
- Hispanic - 197,118 (31.8%)
- Black alone - 58,126 (9.4%)
- Asian alone - 22,730 (3.7%)
- Two or more races - 11,255 (1.8%)
- American Indian alone - 3,825 (0.6%)
- Native Hawaiian and Other Pacific Islander alone - 765 (0.1%)
- Other race alone - 734 (0.1%)
Drill Ground Scheduling

- The scheduling of on-line companies can now take place during weekdays with the addition of the Connex building.

- Utilizing District Chiefs to come out with on-line companies to be the safety officer.

Benefit

- Safety Officers do not need to be hired back on overtime.
Additional Props

• Addition of Connex Burn structure
• Addition of new Steel Search Building
• Future Addition of New Steel Burn Building

Benefit

• The additional prop has allowed us to have multiple on-line companies do hands-on training at one time, as well as outside agencies, which generates increased revenue. The additional prop was a minimal cost item but makes RMFA more attractive for outside agencies.
• The old triple-wide trailer was literally falling down.
• The old burn building is way beyond its life expectancy and could prove to be unsafe in the future.
<table>
<thead>
<tr>
<th>Accomplishments</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Therapy Treatments</td>
<td>• 10 referrals; 78 visits; 2 work simulation</td>
</tr>
<tr>
<td>Wellness Visits</td>
<td>• 215</td>
</tr>
<tr>
<td>Firehouse Visits</td>
<td>• 35</td>
</tr>
</tbody>
</table>
Where We Were:

- Dialogue for an additional fire station began over 10 years ago
- Within the past 5 years, efforts for a new station have increased with added population, air traffic, and emergency call volume
- DIA is absent of structural fire resources on a regular basis
  - Simultaneous deployment depleting all structural firefighting capabilities (1.5 times per day/42 minutes per day)
  - Regular demand for off airport resources due to short staffing (1-2 times week)
  - Off airport resources far exceed NFPA response time standards
  - Failure to provide a full 1st alarm assignment within required time frames (8 minute requirement/30+ minute capability)
- Construction of new hotel and transportation center will significantly increase demand of already overstretched resources
Airport – Division 6
WHERE WE ARE:

- Fall 2013 – DFD/DIA Fire Station 35 approved for construction at 75th Ave. & Jackson Gap
- February 2014 – Request for Design/Build Proposal released
- March 19, 2014 – Design/build contractor bid deadline
- June 2014 – Ground breaking
- July 2015 – Expected completion date
• New 4-bay fire station staffed 24/7 with 1 Fire Engine and 4 fire personnel – ISO Rating protection (5% per point last projected)

• Significantly improved response times to DIA South Cargo, South Campus, TRACON, and the new hotel and transit center

• Decreased absence of structural fire fighting equipment due to multiple or simultaneous responses
WHERE WE NEED TO GO:

• Continued recognition of importance of DIA infrastructure to Denver and entire Rocky Mountain region and the need to provide adequate fire protection to this facility

• Need to achieve ability to field a full 1st alarm assignment to DIA within 8 minutes per NFPA Standard 1710
  • Addition of Truck 35 (to augment Engine 35)
  • Additional fire station in the Gateway corridor
Wildland Firefighting Program

Expenditures
Net Revenue

Total of 25 Deployments
Total of 53 Deployments
Total of 136 Deployments
Total of 184 Deployments

2009
2010
2011
2012
2013

(In millions)
• Safety presentations: 199
• Evacuations: 59 evacuations, 79 buildings (some evacuations are multiple buildings); 6 evacuation observations (buildings not required to evacuate but who request DFD’s assistance)
• Students: Roughly 17,000
Outreach

Fire Safety Programs

• DPS Simply Safe Grant – partnering with Denver Public Schools – Fire Education Safety Trailer taken to schools for presentations

• Facebook: 4,013 Followers

• Twitter: 1,087 Followers

• Enhanced community interaction through recruiting
Innovations
Technology – DFD Bulletin

Wellness / Fitness Initiative
- Wellness / Fitness Initiative
- Health
  - Fitness Assessments
- Nutrition & Weight Loss
  - Helpful Nutrition & Weight Loss Websites
- Exercise
  - Firehouse Mini Fitness Challenge
  - Helpful Exercise Websites
  - Exercise Sample Videos
- Physical Therapy
- Sports & Activities
- Wellness Test Post

Why I am Alive Video 1

[Video Thumbnail]

George Navarez
Firefighter, IAFF Local 1014
Los Angeles County Fire Dept.
• District Level Metrics – Phase I
• Professional Standards Training
• Technical Certifications – Special Ops
• Defensive Driving – Compliance
• Recruiting Efforts – Testing Slots
• Alternative Funding/Grants
• PIO/JFS/Public Education
Innovation Plan

- Social Media – Website, Twitter, Facebook
- PowerDMS – Content Management Software
  - Policy development/enhancement/tracking
- Video Conferencing
  - ISO Ratings
  - Ouch Line
  - Records Management
    - Uniform Training Records
- Expectations/Training of Employees and Supervisors regarding CSA annual reviews.
Innovation Plan

- Utilize College Interns
- Recruit Academies
- Complete Burn Building
- Legal Webinars
- Increase funding for Psychological Services
- Pursue Charter Change – Further Lateral Transfers procedures
- National Citizen Survey Results
- Report Writing/Monitoring