DENVER FIRE DEPARTMENT

PEAK PRESENTATION

SEPTEMBER 20, 2012
## Vision Alignment

<table>
<thead>
<tr>
<th>Citywide Vision:</th>
<th>We will deliver a world-class city where everyone matters.</th>
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</thead>
<tbody>
<tr>
<td>Department Vision:</td>
<td>The Denver Fire Department, through commitment to progressive innovation, service, and dedication, will provide the highest quality professional services and be recognized as a national leader in the fire service community.</td>
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Mission Alignment

<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>
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- **Kids**
- **Jobs**
- **Safety Net**

Sustainability & Customer Experience
Fire Department Strategic Overview

Citywide Vision: We will deliver a world-class city where everyone matters

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
Fire Department Strategies and Initiatives

**Strategy 1: Advocate for safer communities**

- Continuously review emergency response times to incidents
- Enhance fire inspection programs
- Implement additional fire safety licenses
- Juvenile Firesetter’s Program
DFD Call Volume 1970-2012 YTD

2012 call volume 50,000 as of 6-30-2012

Total Calls
Total FF's
Dispatch Time 90% 40 seconds or less

<table>
<thead>
<tr>
<th>Month</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>90</td>
<td>88</td>
</tr>
<tr>
<td>February</td>
<td>88</td>
<td>86</td>
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<td>March</td>
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<td>92</td>
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<tr>
<td>November</td>
<td>98</td>
<td>96</td>
</tr>
<tr>
<td>December</td>
<td>96</td>
<td>94</td>
</tr>
</tbody>
</table>
Turn Out Time 90% 60 seconds or less

Percent %

January  February  March  April  May  June  July  August  September  October  November  December

2011  2012
Turn Out + Response Time

Percent %

2010

2011

2012
Call Processing + Turn out + Response

Percent %

January, February, March, April, May, June, July, August, September, October, November, December

Fire Prevention Revenue Programs

Does not include $1.6 mil. revenue collected by the Building Dept. that is attributable to Fire Engineers.
The Operations and Fire Prevention Divisions conduct annual Fire Safety Inspections in Denver’s commercial properties. Results:
- Safer properties
- Decreased fire loss
- Increased revenue for the City

Fire Prevention has worked hard to identify operations that require permits and educate businesses about compliance. Results:
- Safer properties
- Safer commercial operations
- Increased revenue for the City
Fire Safety Systems Licensing Program

Denver’s Fire Safety Licensing Program has:

• Improved the quality of safety system installations (fire sprinklers, smoke detectors, alarms, etc.)
• Improved safety of businesses and buildings
• Developed a better working relationship with Fire Safety professionals, because all contractors are now bidding work on a level playing field

Fire Safety Licensing Revenue – Then & Now

- 1 license type
- 685 transactions

- 7 license types
- 3638 transactions in 2012 YTD alone
Conveyances

Fire Prevention is in negotiation with the State of Colorado to take over inspections of conveyances (elevators, escalators, moving walkways, etc.) in City and County of Denver.

Inspections will be done by contract inspectors, supervised by Fire Prevention.

Anticipated results:
• Better and quicker service to Denver’s citizens
• Better enforcement of safety standards
• Fewer elevators and other conveyances out of commission
• New revenue of approximately $600,000+ per year (After Program Costs)
Juvenile Firesetter’s Program

- 50% of all reported fires are started by children and without intervention over half of these children will continue to set fires

- Goal of the program is to save lives and protect property by educating children about fire and its hazards
Fire Department Strategies and Initiatives

Strategy 2: Promote a safe and diverse work environment

☑ Implementation of no cost wellness program

☑ Develop/expand professional standard training programs

☑ Evaluate and refine best practices of recruiting and retaining a diverse workforce

☑ Ensure all fire apparatus is maintained within company standards for personnel safety and efficiency of fire service
National Accreditation through Commission of Fire Accreditation International (CFAI)

- 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
% of Time Front Line Apparatus In-Service

Year
2008 2009 2010 2011 2012 YTD

% of time available
60 65 70 75 80 85 90 95 100
Fire Department Strategies and Initiatives

Strategy 3: 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
Vacation Selection Compared 2009 – 2012

Vacation Days Off

- 2009
- 2010
- 2011
- 2012

Jan Feb Mar April May June July Aug Sep Oct Nov Dec
2013 Projected Vacations

Vacation Days Off

Jan  Feb  Mar  April  May  June  July  Aug  Sep  Oct  Nov  Dec

0  50  100  150  200  250  300  350  400  450
Recruit Academy Efficiencies

Use of Time

- Vendors present at orientation
- 9 hour days with a short day for recruits

Benefit

- More time for instruction which leads to less overtime for instructors addressing deficiencies.
- 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.
Recruit Academy Efficiencies

Use of Staff

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

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.
Training Staff Salaries in Today's Dollars

Training Staff Salaries

- $850,000
- $900,000
- $950,000
- $1,000,000
- $1,050,000
- $1,100,000
- $1,150,000
- $1,200,000

Comp. Time Accrued During Academy Classes in Hours

Class 11-2

12-1 Projected
Drill Ground Efficiencies

Drill Ground Scheduling

- The scheduling of on-line companies can now take place during week days 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.
Drill Ground Efficiencies

Additional Props
- Addition of Connex Burn structure

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.
Fire Department Strategies and Initiatives

Strategy 4: Enhance and strengthen partnerships with other jurisdictions/regionalization

- IFSAC Certification
- Denver International Airport
- Rocky Mountain Fire Academy
- Wildland Firefighting Program
## International Fire Service Accreditation Congress (IFSAC) Certification

### Impact
- Changed from IFSAC Hazardous Materials Certification to Pro-Board

### Benefit
- State wide failure rate of the IFSAC Haz-Mat certification is at 40%. Pro-Board failure rate is at 10%. Members failing to obtain the certification cost money in tutoring and some have been dismissed from the Fire Departments. The added success rate and validity of the Pro-Board test is accomplished through standardization of testing material. The State recognizes the problem with their testing process statewide and is working to identify and correct the issues.
International Fire Service Accreditation Congress (IFSAC) Certification

Impact

- Change in Hazardous Material class delivery; start on Wednesday and test the following Monday and Tuesday.

Benefit

- By giving the students a weekend to study they are better prepared for the test. The Hazardous Materials curriculum is one of the most challenging courses for the recruits and has led to the dismissal of several students in the past.
Figure 2: Denver, CO Origin Enplanements (in millions)
DFD/DIA Structural Fire Protection Compared to Call Volume

Fire Engines (1)
Fire Trucks (1)
DFD/DIA Call Volume
DFD/DIA Locational Response Capabilities

DFD/DIA is adequately positioned for initial response, however if those companies are out on another call or a greater response is needed, additional resources are far beyond the NFPA standard.

Nearest off airfield fire truck is 10.9 miles and an average of 15:24 minutes away,

Nearest off airfield fire engine is 12.6 miles and an average of 17:16 minutes away

Next closest engine and truck are 15.4 miles and an average of 20:39 minutes away
FAA mandate vs. average ARFF response times
GOAL: Respond to center of runway in 3 minutes or less.

FAA Part 139 Standard response time to center of runway

Average ARFF response time to center of runway
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
RMFA Revenue Generated

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue Generated</th>
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<tbody>
<tr>
<td>2009</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>2010</td>
<td>$70,000.00</td>
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<tr>
<td>2011</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>2012</td>
<td>$80,000.00</td>
</tr>
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Received & Scheduled As of 7/2012
Wildland Firefighting Program

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Expenditures</th>
<th>Net Revenue</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>$200.00</td>
<td>$-</td>
</tr>
<tr>
<td>2010</td>
<td>$400.00</td>
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<tr>
<td>2011</td>
<td>$600.00</td>
<td>$-</td>
</tr>
<tr>
<td>2012 YTD</td>
<td>$1,000.00</td>
<td>$200.00</td>
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Total of 9 Deployments
Total of 25 Deployments
Total of 53 Deployments
Total of 71 Deployments
Forthcoming Performance Metrics

- Wellness Coordinator
- Ouch Line
- Records Management

- Professional Standards Training
- Recruiting Efforts
- Alternative Funding/Grants