

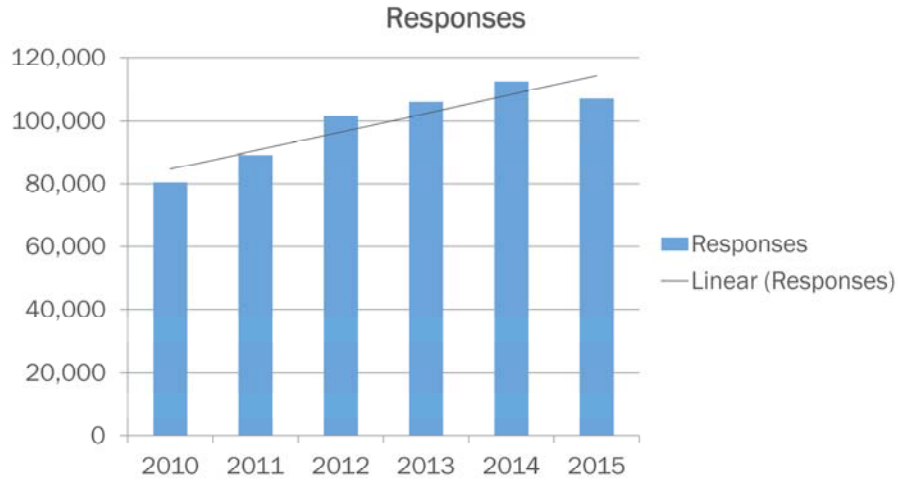


DEPARTMENT OF PUBLIC SAFETY
DENVER FIRE
PEAK PERFORMANCE REVIEW
FEBRUARY 29, 2016

2015 PERFORMANCE REVIEW
2016 INNOVATION PLANNING



Performance Overview: Denver Fire Emergency Response

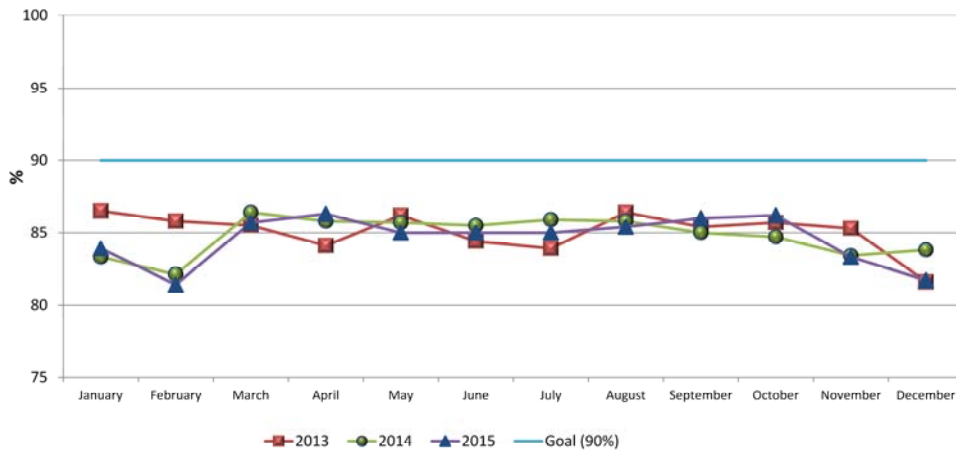


According to the U.S. Census bureau, the population of Denver increased 10.6% from 2010 to 2014. Denver Fire responses increased nearly 40% from 2010 to 2014. After five years of increasing responses, we were able to change that trend in 2015 thanks to partnership with the 911 staff on ProQA, which provided for a pre-alert status to be displayed to dispatchers, allowing them to more rapidly dispatch urgent calls while still allowing established scripts to screen out calls not requiring emergency response.



Performance Overview: Denver Fire Emergency Response

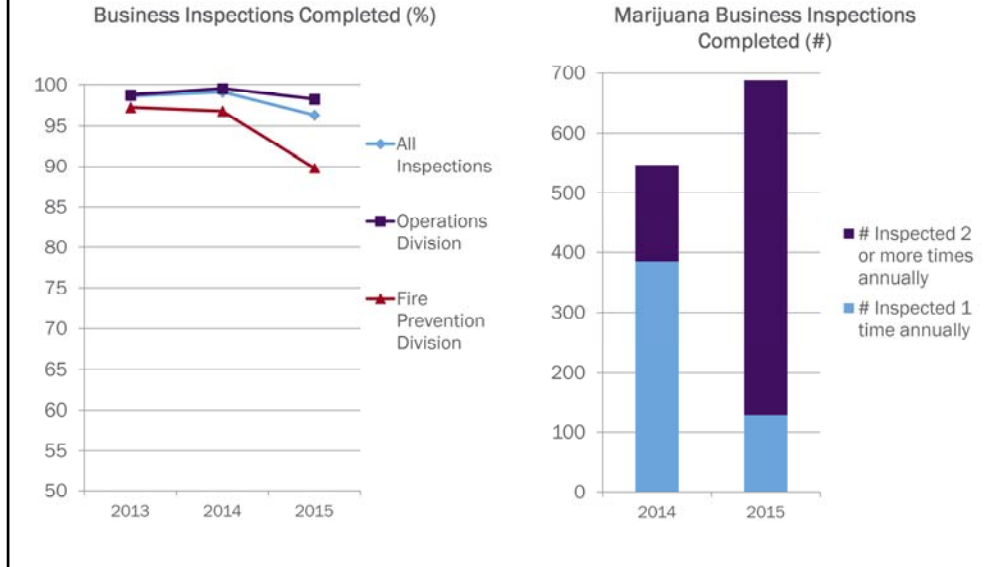
Fire Response Compliance
5 Minute Unit Assigned - Unit Arrived



Our goal is for 90% of responses to happen within 5 minutes. There are several challenges to meeting this goal. One major challenge is population growth and new construction in northeast Denver, where fire station construction has not kept pace. In collaboration with Denver 911, we have developed a “pre-alert” protocol assigning DFD resources early in the 911 call-taking process while maintaining flexibility to cancel or reassign more appropriate emergency response resources as additional information is developed during the call. Together with our partners in both emergency medical response and other City services, we are analyzing data to understand who most frequently calls 911 and for what reasons so we can develop strategies to ensure the right resources are available for the needs of the Denver community both in times of crisis and with proactive support options for non-emergent matters.



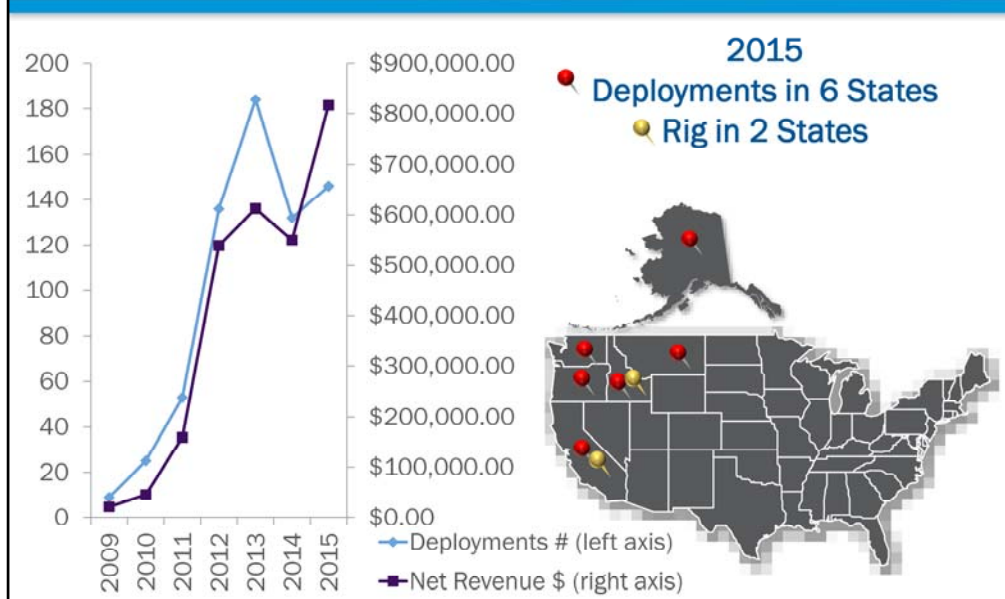
Performance Overview: Business Inspections Completed



Denver building permits hit a 10-year high in 2014, which meant significantly increased numbers of fire inspections for businesses. Being the first in the world to legalize and regulate recreational marijuana also created new challenges and additional workload for Fire Prevention inspectors. In 2014, the first year of the program, our goal was to inspect each business at least once per year. Policy then changed, with the goal of inspecting each marijuana business twice per year. In 2015, 81% of marijuana businesses received two or more inspections.



Performance Overview: Denver Fire Regional Wildland

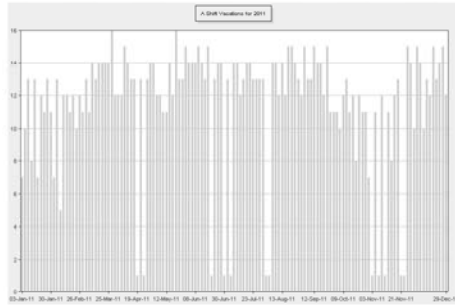


The City and County of Denver values regional partnership. The wildland firefighting program delivers services to neighbors in need while also reimbursing us and creating revenue – more than \$800,000 in 2015. We have one of the largest wildland firefighting teams in this region of the country. In 2015, teams deployed to six states and the wildland rig went to two states.

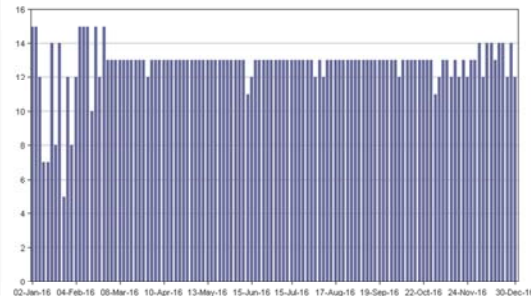


Performance Overview: Denver Fire Vacation Leveling

2011 Operations Division A Shift Vacations



2016 Operations Division B Shift Vacations



DFD Staffing as of 02/29/16:

Authorized Strength: 999 Uniform & 34 Civilians = 1,033 personnel (includes 3 Asst Chief/Shift Commander positions)

Actual Strength: 969 Uniform & 32 Civilians = 1,001 personnel (32 vacancies)

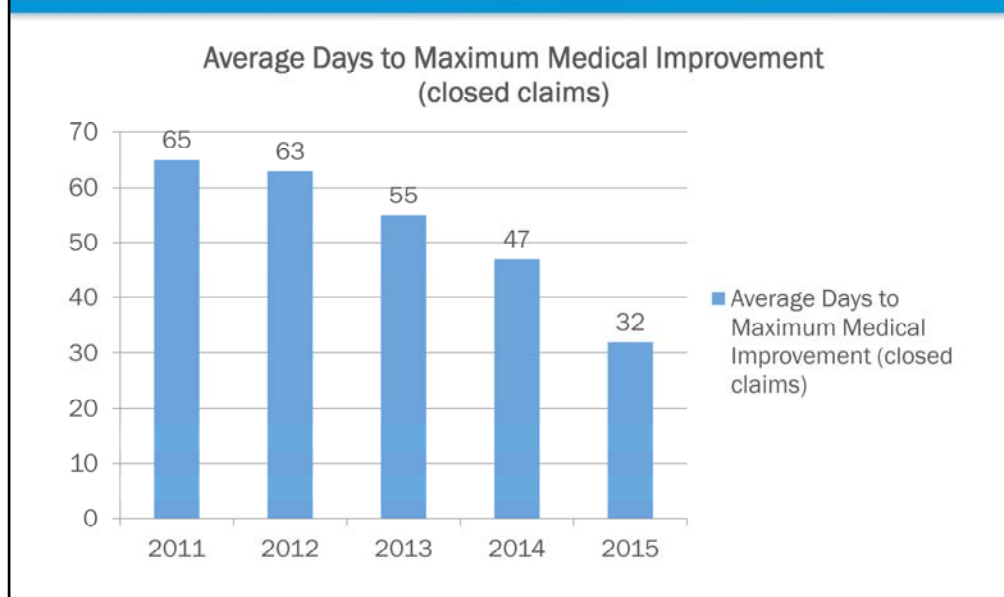
On the graphs, the valleys represent days in which fewer members were on vacation and we had plus staffing, or extra personnel. The peaks represent days in which more members were on vacation and we had minus staffing, or hired overtime to backfill. Our goal is to be even (not plus or minus).

Our Innovation:

A new policy and process for vacation picks has leveled out the number of members on vacation on any given day and week throughout the year, allowing the Department to better forecast overtime utilization and staffing needs.



Performance Overview: Denver Fire Physical Therapist



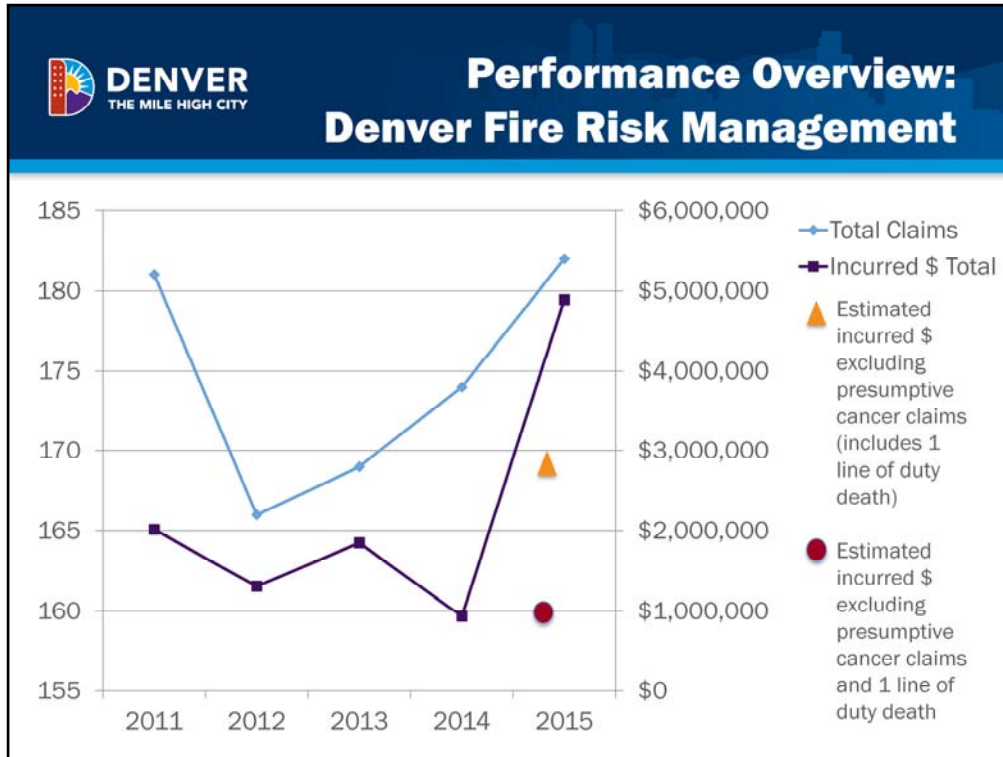
Our in-house physical therapy program is treating injuries when they are small and getting members back to work faster. In 2011, average time to maximum medical improvement was 65 days. In 2015, it was 32 days. That's a cost savings of approximately \$40,000 per injured member when we can get someone back to work 33 days sooner, rather than backfilling with overtime hiring for 33 days.

Calculation:

65 days – 32 days = 33 days

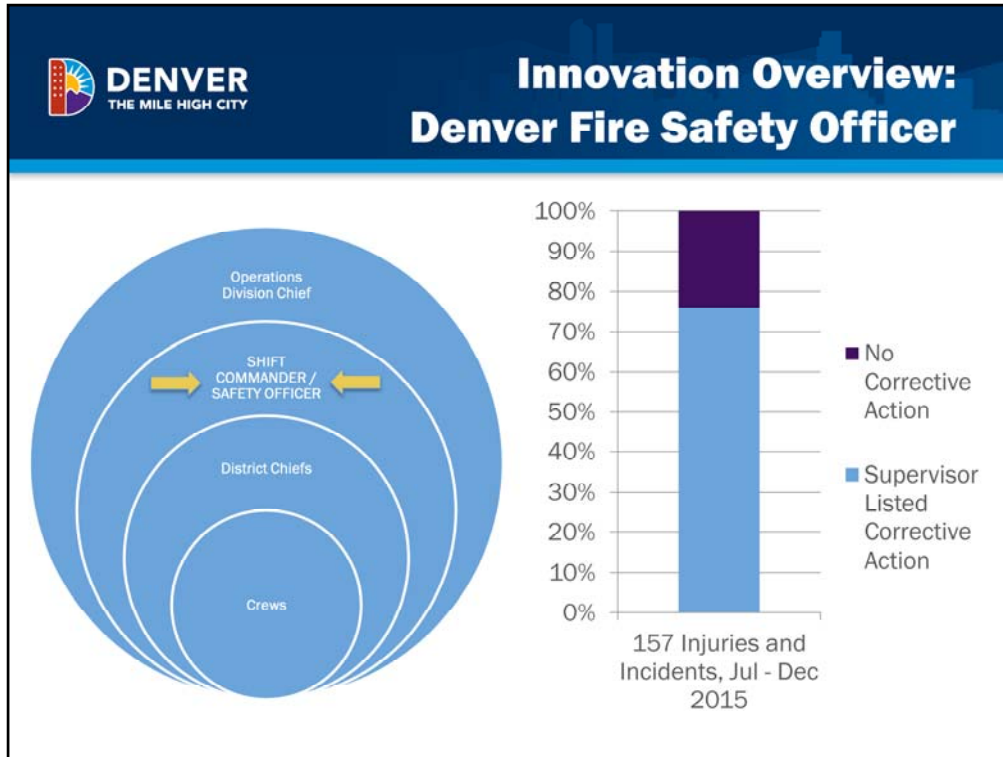
Query from PeopleSoft with all Ops members 2016 hourly and OT rates. The 2016 avg OT per shift utilizing PeopleSoft is \$1,241.90.

33 x \$1241.90 = \$40,982.70



Our worker's compensation claims have been on the increase, even though our members are returning to work faster from injuries (as shown in the previous slide). Members are seeking treatment rather than living with pain and small injuries that become big injuries. The incurred cost of worker's compensation claims also sharply increased in 2015; however, a significant portion of the increase was due to the line of duty death of Engineer John Whelan and six presumptive cancer claims. A presumptive cancer claim is a type of worker's compensation claim unique to the fire services industry. Due to years of exposures, we expect that presumptive cancer claims will increase in the immediate future. However, we are actively addressing this concern for the long-term health of current members. Innovations to prevent exposures and to foster long-term health and wellness include:

- Bunking gear cleaning after exposure incidents
- Hood exchange program
- Administration Division creating Cancer resource handbook for members – we are unaware of any other Department doing this.



People are our greatest asset, and our #1 priority is the health and safety of DFD members.

There is one 2015 statistic that matters most to us: One of our members died from injuries at a fire scene. More than being a statistic, he was a husband, father, and friend named John Whelan. Protecting the safety, health, and wellness of our members is the right thing to do. It is also difficult to put in a chart.

Similar to the in-house physical therapy program, we see Safety Officers as a preventative measure. This is an up-front investment toward changing the culture of our department and increasing accountability. Safety Officers will lead on-scene safety plus proper reporting and follow up action on injuries, both those that happen on a fire ground and those that happen day-to-day, such as stepping off the fire engine and twisting an ankle.