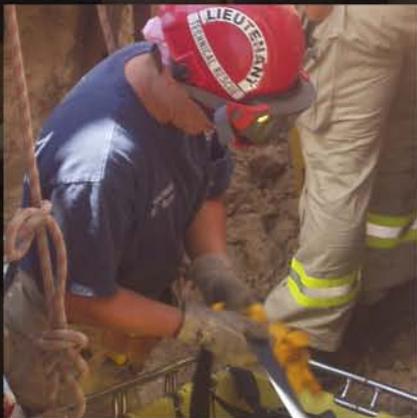


service

# 2012 Annual Report

“Exceptional Service to the Community Provided by Well-Trained Professionals”



City of Aurora, Colorado Fire Department

## Message from the Chief



Chief, Mike Garcia

On behalf of the 327 Civil and Career Service members of the Aurora Fire Department (AFD), I proudly present the department's 2012 Annual Report as a reflection of the dedication, professionalism, and commitment to the safety of our citizens, visitors, and firefighters.

*As you will see in this year's annual report, there were many accomplishments and achievements that occurred in each division, but our courageous response to the most horrific incident in our city's history clearly defines the year 2012: The Century 16 Theater Shooting.*

*"I am so proud to be the Chief of our fire department, and was especially proud on 7/20/2012. Our fire crews were in a battlefield situation and gave no thought for their own lives in order to save the lives of total strangers. They laid it all on the line that night. Reports of active shooters, hidden bombs, and the possibility of a sniper on the roof of the Aurora Town Center Mall were reported to the Incident Commander numerous times. Not one firefighter had thoughts of pulling out and retreating to safety. Their safety weighed heavily on my mind that night.*

*Our firefighters performed many outstanding and heroic acts. The very seriously injured victims were triaged, treated, and placed into ambulances and police cars and arrived at emergency room hospitals within the "golden hour." In addition, firefighters assigned to the theater incident faced tear gas, 1,400 panicked movie patrons, and unbelievable chaos. Inside Theater 9 was one of the most horrific scenes ever witnessed by AFD. The crews continued to perform their job under these conditions until all people in the theater were accounted for, treated, and transported.*

*The fire crews never stopped helping people, risking their lives, and in my opinion, representing the finest of what the Aurora Fire Department represents. That night, our firefighters exemplified our mission: "Exceptional Service to the Community, Provided by Well-Trained Professionals."*

In closing, I'd like to express my sincere appreciation to Mayor Steve Hogan, City Council, City Manager Skip Noe, and City Management for their continued support.

Be safe,

A handwritten signature in blue ink that reads "R. Mike Garcia". The signature is fluid and cursive.

R. Mike Garcia, Fire Chief



# Mission Statement



## Exceptional Service to the Community Provided by Well-Trained Professionals

### Values

#### Service

We will respond quickly, solve problems safely, and treat people with respect, dignity and courtesy.

#### Integrity

Our integrity will be paramount. We will deal honestly with everyone, be consistent in our decisions and actions, and hold ourselves accountable to one another and our community.

#### Professionalism

We will work together with pride, enthusiasm and dedication to each other, the Department and the community.

#### Community Relations

We will be actively involved in the community through safety education and community events, while maintaining our emergency response capabilities.



**Aurora Demographics**

Population: 335,688

Land: 154 Sq. Miles

Fire Stations: 15

**Authorized Personnel**

Authorized Employees: 323  
(\*\*327 authorized for 2013)  
Civil Service 24 hour: 282  
Civil Service Admin: 24  
Career Service: 17  
.91 uniformed members per 1000  
population during 2011

**2011 Expenditures**

\$37,127,924

**Activity**

Total calls: 37,830  
Total Apparatus Response:  
49,386  
EMS Calls: 27,118  
Other: 3,792  
Service Call: 2,248  
Fire Alarms: 1,554  
Good Intent: 1,403  
Fire Calls: 646  
(other than structure)  
Structure Fires: 156  
Hazardous Condition: 606  
False Call: 300  
Severe Weather: 8  
Two-Alarm Incidents: 13  
Three-Alarm Incidents: 0

**Fire Dollar Loss**

Structural Damage Loss:  
\$3,488,314  
Content Damage Loss: \$882,035  
Total Fire Loss: \$4,370,349  
Total Property Value Saved:  
\$39,065,402  
Fire Injuries/Fatalities:  
Civilian: 45 injuries  
4 fatalities  
Fire Fighter: 12 injuries\*  
0 fatalities

\*Emergency scene injuries only

**Emergency Response**

**Vehicles**

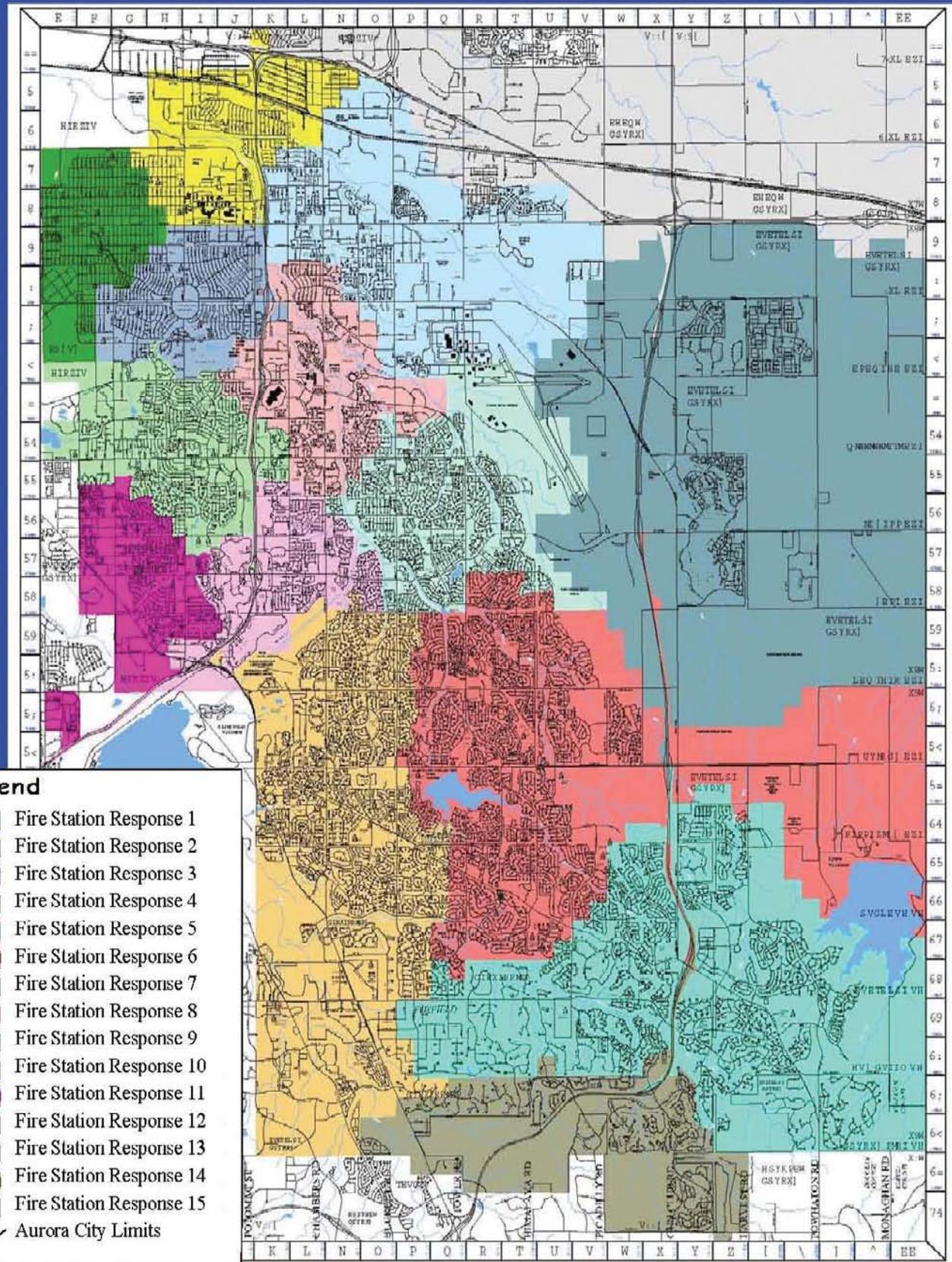
ALS Engine Companies: 14  
ALS Truck Companies: 4  
Battalion Chief: 2  
Shift Commander: 1  
Fire Investigations: 3  
Hazardous Materials: 1  
Technical Rescue: 1  
Compressed Air: 3  
Brush: 3  
Water Tender: 1  
Emergency Services Unit: 1  
Mobile Command Unit: 1  
Medical Re-Hab Unit: 1

**Response by Company**

Engine 1: 4,258  
Engine 4: 4,113  
Engine 2: 3,848  
Engine 7: 3,593  
Engine 8: 3,382  
Engine 6: 3,072  
Engine 5: 2,948  
Engine 3: 2,630  
Engine 11: 2,609  
Engine 10: 2,191  
Engine 9: 2,188  
Engine 13: 1,129  
Engine 12: 822  
Engine 15: 382  
Tower 8: 2,507  
Truck 2: 2,368  
Tower 6: 1,969  
Truck 14: 610  
Battalion Chief 1: 1,804  
Shift Commander C7: 1,141  
Battalion Chief 3: 1,265  
Fire Investigations: 342  
PIO: 7  
Haz Mat Team: 23  
Technical Rescue Team: 10  
Brush Truck 8: 28  
Brush Truck 13: 9  
Brush Truck 12: 17  
ESU: 1  
Air Truck: 9  
Tender 13: 0

*All data based upon information  
retrieved from the FireManager  
Incident Reporting System and City  
of Aurora internet site.*





**Legend**

- Fire Station Response 1
- Fire Station Response 2
- Fire Station Response 3
- Fire Station Response 4
- Fire Station Response 5
- Fire Station Response 6
- Fire Station Response 7
- Fire Station Response 8
- Fire Station Response 9
- Fire Station Response 10
- Fire Station Response 11
- Fire Station Response 12
- Fire Station Response 13
- Fire Station Response 14
- Fire Station Response 15
- Aurora City Limits

**City of Aurora, Colorado**  
2008 Fire Department Station/Engine Response Map



City of Aurora  
76375-3342      76375-3342      76375-3342  
76375-3342      76375-3342      76375-3342  
www.aurora.gov

0

© 2008 City of Aurora. All rights reserved. This map is the property of the City of Aurora and is provided for informational purposes only. It is not to be used for any other purpose without the express written consent of the City of Aurora. The City of Aurora is not responsible for any errors or omissions in this map.



Deputy Chief, Dan Martinelli

*“Statistically, this report reflects data that indicates increased workloads, levels of service, fire losses, etc.*

*What it does not graphically reflect is the organizational, team and individual sweat and blood contributed or the physical and psychological toll suffered due to high incident rates, constant exposure to human suffering, sub-zero temperatures and sleepless nights.*

*On the positive side, it also does not reflect the life sharing camaraderie, inner satisfaction of a job well done or a life saved.*

*These elusive intangibles are what each and every individual firefighter experiences and are made of. The Operations Division and the Bureaus within the Division are not made up of graphs, statistics or figures. It is blood, sweat and dedication that truly represent every firefighter in the department. Each and every individual is to be congratulated for their contribution to the team effort that makes the Aurora Fire Department and specifically the Operations Division what it is.”*

*David E. Hansford  
Operations Division Assistant Chief  
Aurora Fire Department 1989 Annual Report*

These words were written by Assistant Chief Dave Hansford for the Aurora Fire Department Annual report in 1989, a year in which the fire department had just experienced the most active year in its history. During that year the Department responded to 15,928 alarms with a total authorized department staffing of 276 members, an average of 57 alarms per person. During 2012, the Aurora Fire Department responded to 37,830 alarms with a total authorized department staffing of 323 members, an average of 117 alarms per person.





On July 20, 2012, our community was rocked when a lone gunman entered the Century 16 Theater at the Aurora Mall and opened fire on theater patrons who were attending the sold-out midnight showing of “The Dark Knight Rises,” killing 12 and injuring 58. The following days the Fire Department, along with the Aurora Police Department, Rural Metro Ambulance, Federal Bureau of Investigation, Bureau of Alcohol, Tobacco, Firearms and Explosives, Arapahoe County Bomb Squad and Buckley Air Force secured and prevented the ignition and explosion of the alleged shooter’s booby-trapped apartment. This combined response not only prevented further devastation, it allowed for the preservation and collection of crucial evidence that will be used to eventually convict the person responsible for this terrible act.

This event overshadowed the fact that the Aurora Fire Department continued to meet the daily demands of a very active community in their usual exceptional manner. The 37,830 alarms for 2012 represented an increase of over 6% from the previous year required 49,386 individual unit responses. There were 27,118 alarms classified as emergency medical-related incidents; 802 alarms were classified as fire-related incidents and included 156 working structure fires. Sixty-five percent, or 102 fires were confined to the room of origin. Our response time objective of eight minutes for the first arriving company was achieved in 91.03% of all emergent responses. The estimated fire loss for the city decreased from \$5.9 million in 2011 to \$4.4 million in 2012. The total property saved was estimated to be \$39 million. In 2012, the Fire Department responded to 13 multi-alarm incidents, with four fire-related civilian deaths and 45 fire-related civilian injuries. Twelve firefighters were injured during emergency scene operations. Ten patients who suffered cardiac arrest were successfully resuscitated.

Twenty-nine firefighters resigned and/or retired and 38 firefighters were appointed to the Department. There were a total of 20 promotions: seven engineers, ten firemedics, one lieutenant and two captains.



**Emergency  
Medical Services  
Bureau**



**EMS Bureau Manager, Kevin Waters**

Emergency medical service continues to provide the Aurora Fire Department the greatest opportunity to serve our community. The Aurora Fire Department provided emergency medical treatment to 28,333 patients in 2012, with 24,370 patients requiring transport to area emergency departments. Our oldest patient was 103 years old and we were able to assist in the birth of our youngest patient.

By collaborating with University Hospital, Children’s Hospital Colorado and The Medical Center of Aurora, we were able to significantly reduce the effects of hospital emergency department divert on the Aurora emergency services system by implementing a “level-loading” protocol.

The first of two possible two-year options to extend the Ambulance Transport Service Agreement was exercised. Amendments to this agreement increased the number of ambulances available to our community and resulted in an additional \$150,000 in annual reimbursement to the City.

Immunization needs of the pediatric members of our community continued to be met on the second Saturday of each month through the Shots for Tots and Teens program, whereby low/no cost vaccines are administered by the Aurora Fire Department and our partners at Rural Metro Ambulance, Tri-County Health, Colorado Children’s Immunization Coalition and Rotary International.





### Fire Suppression Bureau

The Fire Department completed the Shift Commander pilot program on May 1st, when a final report was distributed and approved by the City of Aurora Public Safety Committee. The program was then recommended by City Council to be submitted as an amendment to the City of Aurora Charter during the November 6th General Election. The amendment was passed, and resulted in the establishment of a Shift Commander as a part of the Aurora Fire Department rank structure.

The Fire Suppression Accepted Practices program was expanded to include response protocols for fires in multi-family structures, strip mall shopping centers and large commercial structures. The program will ultimately include high rise occupancies, warehouse occupancies and special operation incidents.

### Significant Incidents

Sadly, we experienced the death of Engineer Jason Murphy, who was injured in an auto/bicycle accident while on his way to work at Aurora Fire Station 10 on March 16th. Engineer Murphy died as a result of those injuries later that day. On January 13th, the Fire Department responded to the report of a structure fire at 102 Kenton St. Upon arrival, Aurora police officers were evacuating adjoining apartments from the 18-unit apartment building. The fire was venting over the roof line on both the west and east sides of the building. A second-alarm assignment was requested. The fire was successfully stopped from spreading to the remainder of the apartment complex by an aggressive, coordinated fire attack by crews working inside and outside of the building. The fire was brought under control within 5 minutes, with fire damage confined to the initial fire apartment and smoke damage to two apartments above the fire apartment. There were no injuries as a result of this fire, and total fire damage was evaluated at \$185,000.





On July 2nd, the Fire Department responded to the report of a fire at 9908 E. Louisiana Dr. Upon arrival, crews noted a three-story apartment complex with fire through the roof from multiple locations. Four apartments were on fire with multiple reports of people inside the building. Crews were able to confine the fire long enough to search the building. Once all occupants had been evacuated, elevated fire streams from aerial apparatus were used to bring fire under control and save the remainder of building.

On July 23rd, E2, E4, Truck 2, Tower 8, Chief 7 and B1 responded to a report of a structure fire at 71 Newark Street, Unit D. While enroute, Fire Dispatch advised that they had received a call reporting that there was a child trapped in the building. Upon arrival, the multi-family structure had fire visible in a single window on the second floor of Unit D. Responding crews were told by several neighbors that all occupants of the apartment, including three children, had been evacuated. Once the fire was extinguished, B1 was advised by the mother who lived in the apartment that she actually had four children and that her one-year old was still missing. Tower 8 was assigned to complete a secondary search of the bedroom, where the deceased child was located. Upon location of the child, the scene was secured by the Fire Investigation Bureau.

On August 6th, E2, E3, T2, TWR8, B1 and C7 responded to the report of a multi-family structure fire at 1747 Peoria St. En-route, crews were advised of working fire with numerous people trapped. Upon arrival, E2 reported fire visible on multiple floors, with people trapped at several windows and in need of rescue. A second-alarm assignment was immediately requested. E1, E5 and T6 were dispatched. E4 and E7 were also added to the response due to the number of patients requiring medical treatment. Truck 2 and Tower 8 performed several ladder rescues of trapped parties from multiple windows. E1 also advised they had multiple patients, C7 arrived and assumed Command, with B1 reporting there was still significant fire on the third and fourth floors and that all ladder rescues had been completed. T2 reported that they had two deceased patients on the 4th floor; T8 and E7 reported a search of the 2nd, 3rd and 4th floor had been completed. No additional victims were found. A total of 26 patients were treated, with 14 patients transported to area hospitals and 12 patients treated on scene





and released.

On December 12th, PE3, PE5, T2, T8 and B1 responded to the report of a structure fire in a single family home at 14065 E. 26th Avenue. On arrival, crews found a large volume of smoke coming from the second- story windows of a tri-level home with reports of a person trapped in a second story bedroom. E3 entered the home along with T2 to extinguish the fire. The two upper bedrooms had extreme fire conditions, but firefighters were able to locate the trapped occupant. Crew members of E3 and T2 quickly removed the fire victim and took him to an awaiting ambulance. Unfortunately, this patient did not survive. Five other occupants of the home were transported to the hospital with non-life threatening injuries.

*“Each and every individual is to be congratulated for their contribution to the team effort that makes the Aurora Fire Department what it is.”*

As a result of the Theater Shootings and the 2012 presidential campaign, there were several presidential and presidential candidate visits to the City. Aurora Fire provided emergency medical care, fire prevention and protection during these visits.

Due to drought conditions during 2012, the Aurora Fire Department Wildland team was requested to assist many jurisdictions throughout the region. Requests were coordinated through an agreement with the Colorado Forestry Service. The agreement allowed members of the Aurora Fire Department to assist many neighboring departments during devastating conditions. All costs associated with these deployments were reimbursed to the City of Aurora through this agreement.

In light of what we have experienced this year, Chief Hansford’s quote is more relevant today than when it was originally written over two decades ago. This Fire Department is not made from statistics, graphs or figures. It is the commitment, dedication and passion of each individual firefighter that makes the Aurora Fire Department a leader in the American fire service.

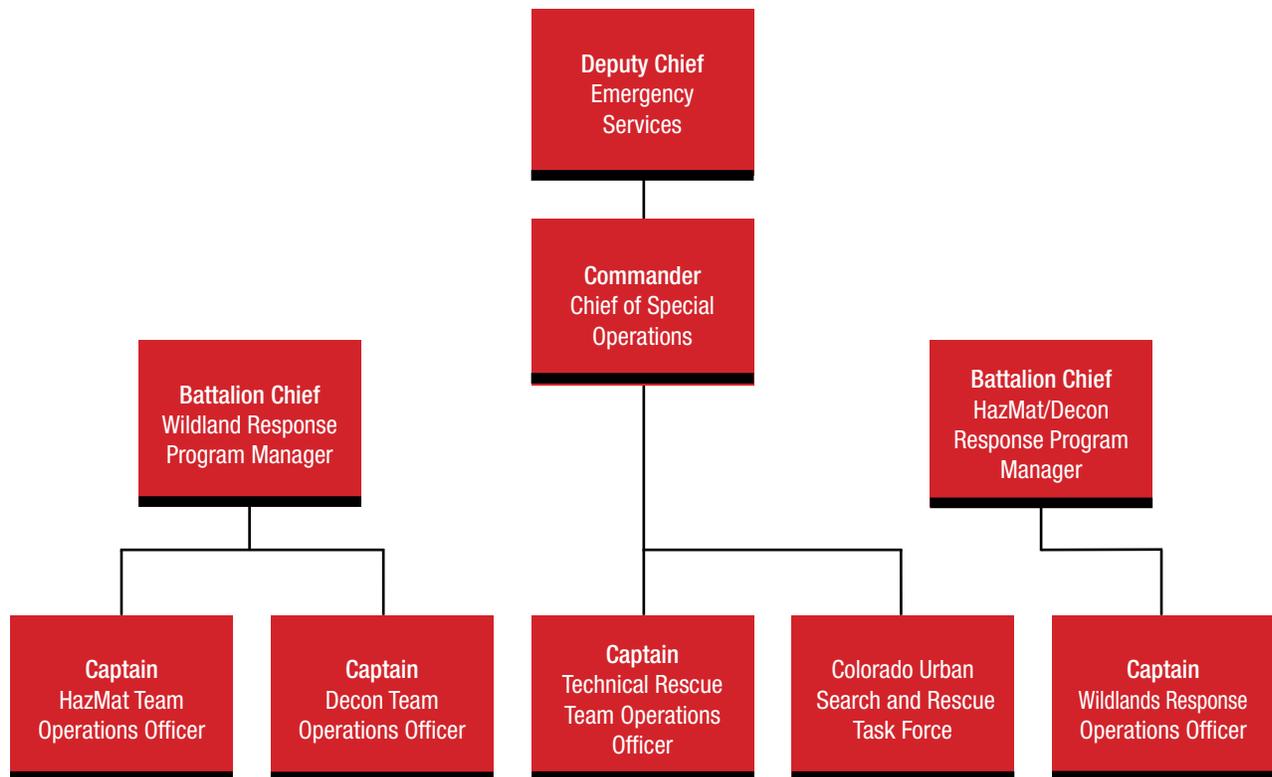


# Special Operations Command



The Special Operations Command (SOC) was formed in late 2011 to bring all of the Aurora Fire Department Special Operations programs under one chain of command. The response programs involved are Hazardous Materials, Decontamination, Technical Rescue, Urban Search and Rescue, and Wildland. A Commander serves as the Chief of Special Operations and reports to the Deputy Chief of Emergency Services. A Battalion 1 chief oversees Haz Mat and Decon, and a Battalion 3 chief oversees Wildland. Technical Rescue and USAR and report directly to the Commander.

The intent of SOC is to coordinate the training and response of the special operations programs, encourage collaboration between programs when appropriate, and the efficient and effective use of the limited special operations budget.



## Technical Rescue Team



The Aurora Fire Department Technical Rescue Team (TRT) responds out of Fire Station 8 in the central part of the city, and is composed of the crews of Engine Co. 8 and Tower Co. 8. These personnel cross staff two additional vehicles, Heavy Rescue 8 and Shore 8, which carry the tools and equipment that the team utilizes. The TRT trains for and responds to specialized situations that could involve structural collapse rescue, rope rescue, trench rescue, vehicle and machinery rescue, confined space rescue, ice rescue, or swiftwater rescue. TRT also trains to rescue fellow firefighters that may become trapped in dangerous situations.

Several member of the TRT are also members of the Colorado Urban Search and Rescue Task Force, and have gained additional training and experience through this involvement.

In October of 2012 the AFD TRT participated in Operation Vortex. Operation Vortex was a regional exercise that simulated several large tornados moving through the metro area. The AFD TRT participated with 19 members, and worked with two USAR task forces and numerous local resources on this exercise. In addition, the AFD TRT has begun to work more closely with the Technical Rescue Team from South Metro Fire Rescue Authority, and the two teams have conducted several joint training exercises. We hope to expand on this involvement in the coming years.

The Aurora Fire Department Technical Rescue Team will continue to work to expand the level of training and knowledge, obtain new equipment, and seek out opportunities to train other department members and interact with other regional teams.





Protection from hazardous materials spills, leaks, accidents, and abandoned materials is provided by the Aurora Fire Department. Under Colorado State statute, each city must designate an emergency response authority (DERA). Aurora has chosen the Fire Department to be the DERA, although all City departments have an active role. Park Rangers or Storm Water/Wastewater personnel may occasionally discover abandoned materials in our parks or storm water system; police officers may be the first to arrive at an accident involving chemicals; Water Department facilities use many hazardous materials daily in our water treatment facilities and potentially could have an accident; other departments use hazardous materials in the operation of their responsibilities.

In the event of an emergency within our City involving hazardous materials, the Fire Department is notified. All Fire Department personnel are trained to the OSHA standard of Hazardous Materials Operations. This means that Fire Department personnel are trained to take defensive action at an emergency, as well as limited leak control or mitigation. This results in a high level of protection in our community, as many City personnel have received internal training to recognize when they need to activate a Fire Department response and each neighborhood fire station has personnel that can take care of many incidents upon their arrival. In addition to all Fire personnel trained to this national standard, the City also enjoys the protection of one of the region's Level 1 Hazardous Materials Teams (HazMat). A special vehicle with highly specialized equipment is located at Fire Station #2 at 12600 Hoffman Blvd. Some of the personnel assigned to this fire station have received advanced training in Hazardous Materials and are prepared to handle the most toxic and dangerous materials in our society. Highly sensitive, and expensive, meters and detection equipment are in the team's inventory, as well as special personal protective equipment such as fully encapsulating chemical suits.

The HazMat Team responds to major or technical incidents involving hazardous materials to supplement the Fire personnel on scene. In 2012, the Aurora Fire Department HazMat Team responded to 33 such incidents. Under federal classification systems, "hazardous materials" include common materials such as natural gas, propane, gasoline, paint, etc. In the year 2012, the Aurora Fire Department responded to many incidents involving these common, but



## Hazardous Materials Team



dangerous, materials. For example, the Fire Department responded to 184 natural gas leaks, some involving large diameter, and high pressure, gas lines that were accidentally cut or leaking. Some of these emergencies required the evacuation of people. There were 60 incidents in which there was leaking gasoline, oil, or diesel fuel that required Fire Department personnel to mitigate the hazard. There were also 23 incidents in which a chemical leaked or was released, creating a hazard and requiring an Aurora Fire Department response. There were 139 Fire Department responses for carbon monoxide issues. As in years past, the biggest source for the need for our Fire Department personnel to take action is for hydrocarbons and their accidental discharge or leaks. On spills greater than 25 gallons, the Aurora Fire Department Hazardous Material Team responds or is consulted for guidance.

The Aurora Fire Department HazMat Team also noted a need to train, prepare for, and respond to an increasing type of HazMat incident, that being the chemical suicide. Chemical suicides were a trend noted previously mostly in Japan. Chemical suicides were traditionally done within a vehicle, but have now expanded into residences. In 2012, the HazMat Team responded to three (3) incidents that involved using chemicals to commit suicide.

The Team maintains a state of readiness for these myriad types of chemical emergencies by routine training. Due to very limited training dollars and City training policy restrictions, the Team again took a creative approach to training in 2012. Outside instructors were brought in from the International Association of Firefighters (I.A.F.F.) to train eight (8) Aurora firefighters to the HazMat Technician level.

Another important part of protecting our community from hazardous materials is our Decon (Decontamination) Team stationed at Station #12, 19491 E. 32nd Drive. Their role is to protect our HazMat Team personnel at an emergency as well as immediate decontamination of our population if they are contaminated due to any release or intentional act.



## Hazardous Materials Team



Both teams are well equipped and trained, with up to eight (8) HazMat Technicians at Fire Station 2 and four (4) Mass Decon Technicians at Fire Station 12 each day.

## Wildland Team



The Aurora Fire Department Wildland Response Program continued to prepare for wildland operations locally and within the region with additional equipment and training during 2012. The wildland team's focus is to provide resources in the combating of destructive wildland and urban interface fires that threaten both natural resources and economic conditions, both locally and as a deployable resource outside the City of Aurora.

Under the Chief of Special Operations, a battalion chief is assigned as the program manager, with two captains assigned as coordinators of the local and deployable response teams. The Deployable Response Team is currently made up of twelve "red card-certified" personnel. However, due to the increase in deployments in 2012 and dry conditions forecast for 2013, the deployable team will increase by 4-6 people in 2013. Team personnel hold certifications from the level of Engine Boss to Firefighter II. These personnel can deploy for extended





periods to regional incidents. The Local Response Team was established during 2011 with the crews at Fire Station 13, along with the existing wildland apparatus located there. The crews at Station 13 continued to train and prepare for the ever-increasing Urban Interface problems that exist in the eastern/southern borders of the city. The Local Response Team provides a trained and equipped wildland firefighting resource for the city and the surrounding area on mutual aid requests for short duration incidents.

The team can respond to incidents with a Type I (Structural) 4X4 engine, a Type III tender (1500 gal) and a Type VI 4x4 brush truck (200 gal), along with utility vehicles for EMS deployments. The Deployable Team is listed for deployment through the Pueblo Interagency Dispatch Center for response to the five-state Rocky Mountain Coordination Center Region, which includes Colorado, Wyoming, Nebraska, South Dakota, and New Mexico.

2012 saw the AFD Wildland Team deploy members to a record eight different incidents within the states of Colorado, Nebraska, Wyoming, Montana, and South Dakota. The AFD Deployable Team responded with a Type 6 Engine and Tender to the Lower North Fork Fire in Colorado. The next deployment was a Type 6 Engine and a Line Medic to the High Park Fire, followed by a deployment of a Type 6 Engine to the Pine Ridge Fire in Colorado as well. After those Colorado deployments, the Team for the first time in history traveled out of the state to Edgemont, South Dakota with the Type 6 Engine. Shortly after that crew returned, an unfortunate gigantic Urban Interface Fire hit in Colorado Springs and was named the Waldo Canyon Fire. This devastating fire took 350+ homes in one night. AFD sent 2 structural engines to assist in the fire fight, which helped the City of Colorado Springs for 3 days. Simultaneously, there was a need for more protection to the west of the city and so we sent the Deployable Team Tender staffed with 2 firefighters to help in case the fire jumped the ridge and traveled westward. The next deployment was a request for a Single Line Medic to Rosebud, Montana, followed by the Type 6 Engine being deployed to Region 23 in Nebraska. The last and final deployment ended up being in the Shoshone Indian Burial Ground called the Alpine Lake Fire in Crowheart,





Wyoming. In total, AFD units were deployed for over 4 months during the late spring and early summer of 2012.

In 2012 the team was able to purchase additional equipment to improve operations locally and on deployment. The following equipment was purchased in 2012: PPE and hardware, wildland boots for Local Team, fireline packs, inverters, antennas, and progressive hose lay packs.

During the 2012 season some of the AFD Wildland Team participated in the Douglas County Interface Drill in Sedalia with agencies from throughout the Colorado Front Range. This was a table top exercise and was very beneficial to all attendees.

The program goals for 2013 are to further develop the Local Response Team at Fire Station 13 to address in-city and mutual aid wildland response, and to continue working to improve member qualifications, participate in additional training events, and add additional required equipment. As mentioned earlier, the Deployable Team will be adding additional deployable members to assist the team in readiness for the upcoming projected dry summer season.



## Colorado Urban Search & Rescue Task Force



The Aurora Fire Department continues its long involvement as a member of the Colorado Urban Search and Rescue Task Force. Colorado Task Force One (CO-TF1) is one of 28 USAR task forces in the Federal Emergency Management Agency's Urban Search and Rescue System. AFD is one of the original organizations that helped form CO-TF1 in the early 1990's.

Eleven Aurora Fire Department personnel are members of CO-TF1. AFD members are involved in the Rescue Team, Medical Team, Logistics Team, and Search Team. Each member attends a number of classes, exercises, and meetings each year to maintain their general and position-specific membership training requirements.

USAR members are assigned to one of three rosters, and can be deployed on short notice locally, within the State of Colorado, or nationally. A USAR task force normally deploys with either 35 or 80 members, and travels with approximately 100,000 pounds of equipment and a fleet of 12 to 15 vehicles. CO-TF1 members have deployed in the past to floods in Ft. Collins, CO, the Oklahoma City bombing, New York City following 9/11, Hurricanes Katrina, Rita, Gustav, and Ike. CO-TF1 deployed a light (Type 3) task force to the Lower North Fork Fire in March 2012 to assist with the search for a missing person.

In October of 2012 CO-TF1 participated with the Utah USAR task force and many state and local agencies in Operation Vortex, which simulated several large tornado impacts in the metro area and the resulting rescue incidents.

One AFD USAR member deployed with the USAR Incident Support Team to Hurricane Sandy in late October and early November, helping to coordinate the operations of 9 FEMA USAR task forces in the response to this superstorm. Aurora Fire Department members involved in CO-TF1 continue to devote many hours to preparing themselves and their tools and equipment to respond as needed to any natural or man-made disaster.



## Support Services Division



**Deputy Chief, Daniel Willcox**

The primary role of the Support Services Division is to support the efforts of all divisions, including Emergency Services, Special Services and Life Safety in maintaining the current and future organizational goals and objectives.

### Support Services Goals

In 2012 the team was able to purchase additional equipment to improve operations locally and on deployment. The following equipment was purchased in 2012: PPE and hardware, wildland boots for Local Team, fireline packs, inverters, antennas, and progressive hose lay packs.

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- The Support Services Division will focus on providing technological support for all the above-mentioned divisions, including data management, data retrieval, technological research and development.
- The Support Services Division will provide administrative support for all divisions within the Fire Department.
- Independently, the Support Services Division is responsible for maintaining fire stations and coordinating station modifications up to and including remodels and new construction. We will strive to maintain fire station appearance and functionality by providing a safe and comfortable work environment for our employees.





Engineer, Randy Rester

- In conjunction with Fleet Services, the Support Services Division will manage the purchasing and maintenance of all fire apparatus.
- In conjunction with the Information Technology Department, Support Services will provide support for the current and future radio operating system. The support will include purchasing, maintenance, programming, education, and research.
- The Support Services Division will coordinate and manage the Quartermaster Facility, where the warehousing and distribution of station and apparatus equipment and supplies is maintained. In addition, we service and repair small equipment needed for station maintenance.
- The Support Services Deputy Chief is the Accreditation and ISO manager for the Aurora Fire Department. His or her primary goal is to monitor changes made within the organization and analyze the impact those changes will have on our Public Protection Classification and the Accreditation process.
- The Support Services Division will treat all Fire and City personnel as customers deserving of mutual respect and courtesy on all levels.

### Capital Projects

In August of 2012 the remodel of Station 10 was complete. Over 5000 sq. ft. of the station received major renovations. The bunkroom, bathroom facilities, day room, and kitchen areas were totally remodeled. Several structural issues existing for many years were identified and repaired. To accommodate fitness requirements, a 400 sq. ft. workout addition was included. The project was initiated and completed due to a recommendation through CFAI (Center for Fire Accreditation International). The accreditation document identified Station 10 and four other existing stations as needing major renovations. This remodel brought Station 10 into compliance with the current NFPA recommendations.



# Significant Accomplishments for 2012



## Accreditation

In 2010, the Aurora Fire Department completed their 3rd Accreditation. The Commission on Fire Accreditation International (CFAI) program guided the Aurora Fire Department through a complete comprehensive self-assessment and evaluation of fire and emergency service as compared to past, current, and future performance standards of the organization. A comparison between industry and organizational standards will help guide the Aurora Fire Department in maintaining and improving service levels to the citizens of Aurora. The Accreditation process led to improved service delivery by helping the Fire Department:

- Determine community risk and safety needs
- Evaluate the performance of the Department
- Maintain an innovative, progressive fire department by completing annual compliance reports
- Provide a detailed evaluation of the services they provide to the community
- Identify areas of strength and weakness within the department
- Encourage professional growth for both the Department and its personnel
- Create a mechanism for developing strategic and program action plans for supporting community growth and expansion

When accredited, one of the annual requirements to maintain the accredited status is to submit an annual compliance report. This report contains the strategic and specific recommendations that were identified when the our Department was accredited. Each year we have made progress in attaining these recommendations. This year was no exception, for we had many accomplishments: Station 10 remodel, a Fire Quality Assurance Program, defined arson policies and procedures, and a department training plan that will set us up for a period of 5 years are a few items that were completed this year.



## Significant Accomplishments for 2012



### Intergraph Computer Aided Dispatch

Throughout the year of 2012 we were actively engaged in the design and implementation of a new CAD (Computer Aided Dispatch). This project required significant interaction between a number of departments, including Information Technology, Fire, Police and Aurora Communications. With many hours dedicated to each phase, we have completed the design phase and are working on department training and refinement. The go-live date is May 21st, and we are on schedule to meet this projection.

Aurora Fire Department

## Life Safety / Fire Marshal



Deputy Chief, Chris Henderson

The Aurora Fire Department has worked very hard over many years to hone a delicate balance of aggressive emergency mitigation while keeping our firefighters safe. In doing so, we've gotten to a point where our Fire Suppression and Fire Prevention strategies have formed a beneficial interdependency unlike any other time in the history of our Department. The result has been that Aurora has consistently maintained a very low number of firefighter injuries when compared nationally.





Fire Captain, Steve Beumer

The diligence with which the Life Safety Division personnel carry out their commitment to a mission of keeping Aurora citizens safe cannot be understated. All bureaus within the Division work together with a common goal. From Life Safety Specialist, Fire Investigation and Cause Determination, Recruitment, Communications and Education, there have been across-the-board efforts to improve the quality of life for the citizens of Aurora.

Very often prevention efforts are looked upon as the least measurable and therefore least critical arm of the Fire Department. I would submit that it is the most critical.

### Fire Inspection Bureau

Between the six Life Safety Specialists assigned to the Fire Inspection Bureau (FIB) and all line personnel, 5,370 primary fire inspections were completed, involving 85,317,564 square feet of retail and commercial floor space. An additional 2,157 follow-up inspections, affecting 41,052,390 square feet, were completed by FIB personnel to ensure that previously identified fire code violations were brought into compliance.

In 2012, 4,788 fire code violations were identified by both FIB Personnel and line fire inspectors. When translated into the number of violations per occupancy inspected, it indicates that almost 9 out of 10 occupancies inspected contain at least one fire code violation. During 2012, approximately fifty-eight percent of the primary and follow-up inspections were completed by the six Career Service Life Safety Specialists.

Violations found during a fire inspection are noted and indicate a deviation from safe practices as identified in the currently adopted International Fire Code. These prevention efforts provided through fire inspections have the effect of correcting unsafe situations prior to them becoming a life safety hazard. Code consultations, whether requested by individual citizens, other City departments, business owners or fire department personnel are a way to





**Fire Captain, Siegfried Klein**

proactively address fire code issues prior to them becoming a compliance issue. Towards that end in 2012, the FIB participated in at least 1,030 fire code consultations that accounted for 729 staff hours.

The Fire Inspections Bureau of the Life Safety Division was also responsible for almost 1,000 (996) educational contacts including Life Safety training for Neighborhood Services personnel.

### **Community Services and Education Bureau**

#### **Apartment Managers Program**

2012 was a busy year for the Community Service and Education Bureau (CSEB). The CSEB introduced a new program for apartment managers and their maintenance people on ways to reduce the risk of fires, and empower them to send the appropriate risk reduction messages to their communities. We offered the program twice and had 60 people attend.

#### **Fire Affect**

The CSEB interviewed 103 juveniles who used fire inappropriately. All 103 attended our Fire Affect class, and 70% were referred to The Children's Hospital for additional intervention.

#### **Child Safety Seats**

Aurora Fire Department added an additional 21 certified child passenger safety technicians throughout the city. The community members of Aurora are able to call ahead to stop by any fire station with a tech on duty to have their car seats checked for free. In 2012, techs checked 225 car seats. A citizen recognized one of our techs in June of last year. Shortly after receiving proper instruction on how to properly install her car seat she was involved in a serious car accident with her child. The car rolled over multiple times; thankfully the child and parent were not injured.





Fire Captain, Diane Lord

### Community Outreach

The firefighters attended 236 community events including fire station tours. They were able to reach out to over 16,000 children and 20,000 adults. One of the bigger community events we participated in was National Night Out in August. Eleven out of 15 fire stations attended community gatherings that night.

The CSEB is staffed with Captain Diane Lord and program specialist Cynthia Wells. They operate all programs without a budget, and deliver the programs to the community free of charge.

### Investigations Bureau

The Fire Investigations Bureau experienced a busy 2012 with 4 fire-related deaths and the James Holmes' apartment bomb threat. During 2012, the Fire Investigations Bureau continued the increase in fire investigations from 2011 and 2010. The Fire Investigations Bureau investigated 211 structure, vehicle, and property damage fires this year. The Bureau had 90 incendiary fires in Aurora and closed 59 cases. The following are the results of these case closures: 50 municipal summonses, nine felony case filings. The Bureau investigated four fire-related deaths, with two being investigated as homicides.

The Bureau contacted 161 juveniles and 100 of those juveniles were referred to the Aurora Fire Department Fire Affect Program. Investigator Mike Blanchard was able to train one new Origin and Cause Investigator and refresher training to a current Origin and Cause Investigator. The Bureau continued to foster relationships with the Aurora Police Department, ATF, Adams and Arapahoe County District Attorneys' Office and South Metro Fire.

Even with the constant media coverage of the fire danger during the month of July, the 4th of July fireworks patrol issued 27 summonses and collected numerous fireworks. The 4th of July patrol garnered its own media attention with two news stations doing ride-alongs with the patrol. On the night of July 4th, not only did the Bureau conduct fireworks patrol but simultaneously investigated a 2 alarm fire.





The three full time Investigators assigned to the Bureau also kept current on Fire Investigation continuing education, EMS in-service training, Law Enforcement education and Fire training.

The Bureau hosted two nationally recognized training programs. In March we hosted the National Association of Fire Investigators (NAFI) Certified Fire and Explosive Investigator (CFEI) class with 10 attendees. In June we hosted an Expert Report Writing for Fire and Arson Investigators class with 20 attendees.

The Captain of the Fire Investigations Bureau was able to complete the Fire Investigators' NFPA 1033 Job Performance Requirements.

Jeff Johnson was promoted to Fire Investigator and completed 900 hrs of P.O.S.T. certified police academy training and successfully passed the P.O.S.T. exam. Investigator Gerald Alsum was temporarily re-assigned to the Bureau from August to December to provide coverage while Investigator Johnson was in the Police Academy.

### Public Information and Recruitment

2012 presented The Public Information Office with a host of unique challenges. Numerous large scale events precipitated the most national media attention in our history. Captain Robnett was able to rely on the strong relationships inside and outside the Fire Department and increase safety by providing timely and accurate communications. Additionally, this office serves as a clearinghouse for all external communications from the Fire Department, coordinates/assists Community Services with Fire Department participation in community events, and promotes the Fire Department to media and the community.

Through the Public Information Office, the Aurora Fire Department was featured in local, national, and international media stories too numerous to accurately track.





In 2012, the Office of Public Information accomplished the following:

- Responded to 100% of media requests
- Published the 2011 Annual Report
- Maintained the Department Event Calendar
- Published and distributed the Department newsletter quarterly
- Produced and hosted quarterly promotion and retirement ceremonies
- Aided in producing the Department awards ceremony
- Coordinated the awards committee

The Office of Recruitment has an objective of building a strong team of AFD member employees committed to attracting a diverse group of candidates for both the lateral and entry level hiring process. Additionally, our goals include the following:

- Maintaining a positive presence in our communities
- Supporting the Explorer program
- Continued work with the Civil Service Commission to develop equitable testing methods
- Attending applicable job fairs and community events targeting underrepresented groups
- Continually examine recruitment efforts, looking for ways to improve
- Implement tutoring programs for potential applicants

In 2012 the Recruitment office introduced and aided in the transition from the Combat Test to the Candidate Physical Ability Test (CPAT).

In 2012, the Recruitment Office was successful in recruiting 1035 lateral-entry firefighter applicants from across the country. This represents a 45.7% increase over previous years. The entry-level process produced 1585 applicants.





Deputy Chief, Anthony Cito

It has always been the goal of the Special Services Division to provide the highest quality of training to the Fire Department and the City of Aurora. The Health and Safety Office continues to create a healthy work environment for all personnel, and the Office of Emergency Management effectively coordinates emergency preparedness, mitigation, response and recovery efforts to the City and region.

### Training Bureau

Battalion Chief Cindy Andersen, Captain James Moon, Lieutenant James Eitel, Lieutenant Kenneth Kahler, Engineer Daniel Bergman, Firemedic Joe Hill and Firemedic Ryan Fields

Administrative Support Cindy Mettler, Jean Fruh

As the members of this Department continued to respond to increased call volume, increased standards of performance, and increased community expectations, the vision of the Training Bureau is to continuously support these demands by developing a diverse population of energized, competent, professional firefighters. Our vision statement, in conjunction with the strategic plan, training curriculum, operations and budget is reflective of this support.

In 2012, the training delivered to the Aurora Fire Department was not only compliant with State, Federal and International standards, but was also highly relevant to our own unique and dynamic needs. This included the development of a department succession plan which implemented changes in the probationary and mentoring process and added a Career Development Plan. The Career Development Plan assists the members in their own personal career plan, offering both certification and education components.

The Department introduced an electronic training media and videos through the Aurora Fire Department Vimeo account. This web based training platform can be used to show real time job performance standards, deliver post incident analysis





for discussion and learning, and educate members on new equipment. All this is accomplished with minimal to no out-of-service time in the Department, keeping apparatus in service in their first due area.

The use of the Quality Assurance process gave us statistical data to validate performance measures and the Department's Accepted Practices. It identified training deficiencies and future training needs as well as any needed revisions in the Accepted Practice Policy and Procedures.

The following training was accomplished by the Training Bureau in 2012: Aurora Fire Department Training Bureau delivered over 20,000 training hours in 2012 to over 1,400 participants, including recruit training, officer development, acting officer and acting engineer training. A total of twenty-five Fire recruits graduated from the Rocky Mountain Fire Academy and were certified by the Colorado Metropolitan Certification Board in Firefighter I & II and Hazardous Materials Operations. They also received training and certification in Child Safety Seat installation.

- Community involvement by the Training Bureau included support and training to the Aurora Fire Department, Aurora Explorer Scouts, and the Public School System intern program.
- Fire Day was presented to 35 of the City's prominent leaders involved in the 2011/2012 Leadership Aurora Program and the City's PACE program. These programs increase awareness in the community about the capabilities of the Fire Department.
- The Training Bureau started in 2012 R&D of new bunker gear and will complete the study April 2013 for the purchase and rotation of new bunkers for all members.
- The Training staff instructed firefighters from various Mining companies, South Pole, Littleton Fire Department and Castle Rock Fire Department.



Office of  
Emergency  
Management



**Coordinator, Office of Emergency Management  
Lieutenant Matthew Chapman**

The Office of Emergency Management (OEM) is tasked with the mission of protecting the citizens and infrastructure of the City of Aurora by planning for, preventing, responding to, mitigating and recovering from all possible man-made or natural disasters. These five focus areas drive the activities and operations for Aurora OEM and set the annual goals for the office.

OEM accomplishments for the year:

- Conducted EOC training for City personnel during the regional Operation Vortex exercise.
- Planned for Operation Vortex with regional agency partners.
- Continued regional planning collaboration.
- Facilitated Homeland Security MMRS grant program by providing planning support and equipment to regional agency partners.
- Revised the City of Aurora Emergency Operations Plan.
- Maintained existing Colorado Life Track Program.
- Continued planning and outreach associated with the city's cold weather sheltering plan.
- Worked to establish better protocols and relationships with behavioral health agency partners.
- Working on emergency communication program to educate and assimilate refugee populations in Aurora.
- Monitored severe weather events and ensured the proper working order of the Whelen warning siren system.
- Participated in the regional training and exercise program and committee to help establish priorities and goals for the next three years.
- Participated in several trainings and exercises with outside agency partners to better prepare for emergencies and disasters. Notably, the University of Colorado Hospital and Aurora and Cherry Creek Public School Districts.
- Sat on the Transition Advisory Committee for the State of Colorado's Department of Public Safety re-organization.
- 7/20 Response





**Health and Safety Officer, FireMedic Rhonda Kelly  
and FireMedic John Spera**

In 2012 the H&S Office pursued multiple points of focus. These included developing and testing a new annual physical fitness assessment, exploring a Department physician relationship, and furthering ties with CU Denver with regards to the provision of pre-employment and HazMat medical services. H&S also worked to streamline the reporting, testing and treatment process for occupational exposures. In response to the theater shooting, H&S created a Peer Support Team in order to provide members with another tool to better manage the impact of not only large scale incidents, but also the cumulative impact of the increasing call volume and acuity. On a day-to-day basis, H&S continued to address concerns as they arose, involving a myriad of topics, including: equipment safety concerns, return to duty from injury, fitness for duty and medical rehabilitation while on scene.

The following are accomplishments by Health and Safety for 2012

- Arranged Department wide education on toxic exposures and chemical suicides.
- Coordinated FMS training for 3 departments and integrated Functional Movement Screening in new annual fitness assessment.
- Created, tested and administered new annual fitness assessment to online crews.
- Organized family support group in wake of July 20 event.
- Began developing a Department Based PST (Peer Support Program) in response to tragedy and recognition of impact both on critical events and cumulative daily stressors on personnel. Located, interviewed and contracted with local psychologist to be clinical director of newly created Peer Support Team. Conducted applications and interviews for PST slots.
- Updated injury and exposure policy and rehab policy.
- Investigated SCBA issues and helped identify solutions. Presented information and SCBA education refresher to crews in 3 days of battalion training.
- Arranged and provided fireground experience and academy tour for OccMed staff, CU staff and Risk Management personnel to facilitate understanding of the Fire Department workplace and the physical job demands.





- Performed recruit physical fitness evaluation for 3 academies. Coordinated with training to involve H&S more with recruits.
- Researched and presented CPAT justification to Civil Service Commission. Assisted with the licensure of Department and implementation of CPAT as the hiring standard.
- Applied for and received grant for 3 RAD-57 CO monitors to be placed on BC vehicles for use in identifying toxic exposures to firefighters on fire scenes and facilitating early, accurate diagnosis.
- Implemented use of SCBA identifiers on all rigs to improve accountability on fire scenes in response to safety concerns.
- Collaborated with COA and UCH to create a contract for services for laterals and hazmat physicals. Coordinated scheduling of those physicals.
- Inspected all online bunker gear to prioritize replacement of gear in 2013.
- Created a Candidate Prep Guide and distribution plan to give candidates every opportunity to succeed in the Fire service through adequate preparation and education.



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City of Aurora, Colorado Fire Department

