



# ANNUAL REPORT

FY 2010-2011

# From The Fire Chief

Greetings:

This is my first opportunity to communicate with many of you since being named Fire Chief last April. Let me emphasize there won't be great changes visible in Hillsboro Fire Department. We will continue to strive to be the best firefighters in the country, exceed your expectations at every opportunity, and enjoy doing our jobs at the same time. This is a unique field and most people don't enter it unless they have the sincere dedication to craftsmanship and the compassion to help people in their weakest, most vulnerable moments.



To mark a few of our accomplishments this past year, we completed construction and occupied the new Cherry Lane Fire Station. This facility serves as our Department's training center, the base of operations for our Volunteers, as well as the location of a full time, staffed fire engine company. We met many of you during the grand opening on September 11, 2010.

We began construction last January for our replacement facility for the aging Parkwood Fire Station. The new station is being constructed on land leased from the Port of Portland's Hillsboro Airport and will be situated directly east of the Intel Jones Farm campus. Completion is scheduled for December 2011. That's when the existing crew from Parkwood will move their fire engine and equipment into the new station. No new personnel will be added.

Additionally, we installed new devices to reduce the exhaust emissions from our fire engines. While this may seem like something that only firefighters are interested in, it is actually a benefit to both them and to you, our customers. When we arrive at a motor vehicle accident or other emergency incident, our protocols call for keeping the engines running to enable quick deployment of fire hoses, electrically-powered equipment or for lighting at night. This produces diesel fumes that often drift back to the rescue or patient treatment area. The new systems will minimize that and also remove many exhaust emissions here at the station upon initial startup when these engines produce the most inefficient diesel combustion.

We have ordered and are awaiting installation of a new records management system that will allow us to be compliant with requirements for recording our response times and other data associated with how we handle emergencies. These and many other smaller projects are moving your fire department forward--keeping the promises made to you when you approved continuing the Local Option Tax.

I am extremely proud of the firefighters, fire prevention inspectors and staff who work each day to ensure we live and work in a safe city, enjoy recreation in a safe environment and, when the worst happens, rise to the demands of the moment and persevere until they are no longer needed. I have grown up in this organization and am honored to carry on the traditions of service to the citizens of Hillsboro. I look forward to the challenges that will present themselves in the years ahead. As always, feel free to contact me if you have questions or suggestions on how we can be a better organization.

Sincerely,

*Greg Nelson*

Greg Nelson  
Fire Chief



# Executive Overview

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Our annual report this year takes a two directional look at the Hillsboro Fire Department. We will take the traditional look back at what we have done. We will also look ahead at what we plan to do for the coming year. This gives you an opportunity to see what we hope to accomplish and compare that with what we actually accomplish by this time next year.

Chief Nelson has tasked the three of us with answering what would appear to be a few simple questions: What should we be doing? How does what we're doing make us better at what we should be doing? And what should we do different in order to get back to basics, deliver our services at the highest level, and have fun doing it?

We have many external influences that affect our operational planning process: International Accreditation Standards, National Fire Service Standards, State Fire Marshal Codes, State DPSST Guidelines, Regional Standards of Care and Protocols, City Charters and Resolutions, City Strategic Plan, Fire Department Strategic Plan, Fire Department Standards of Coverage, Fire Department Risk Analysis, Union Contract, and most importantly, our citizens' expectations.

Ultimately, our task is to prevent those risks to the community that we can and successfully mitigate those that become emergencies. From a 9-1-1 perspective, we have become responsible for every emergency that is not law enforcement only. This means we need to be operationally prepared to address all hazards and all risks.

We have undertaken a complete re-evaluation of what we do and how we do every job and task. It is a healthy exercise. It will evaluate our organizational efficiencies and help establish our priorities.

We realize that evaluating every aspect of the organization, putting all options on the table, and even discussing them can create confusion and angst. Our goal is to provide our firefighters and staff with the tools, training and direction to deliver the highest level of service in the most cost effective manner.

Chief Prince

*Mark Prince*

Chief Rinier

*John Rinier*

Chief Malone

*Scott Malone*



# Activity By The Numbers

	FY 2010-2011	FY 2009-2010	% Change +/-
<b>OPERATIONS</b>			
Emergencies - All Types	7,735	7,439	+3.9
Fire Calls Dispatched - All	227	231	-1.7
Fire Calls - Structures	114	110	+3.6
Fire Losses - Total	\$1,241,114	\$2,704,545	-54.1
Fire Losses - Structures	\$896,035	\$2,535,502	-64.6
Medical Calls	4,597	4,280	+7.4
Patients Treated	3,744	3,408	+9.9
Motor Vehicle Crashes	298	256	+16.4
Aircraft Incidents	9	9	0.0
Hazardous Materials Incidents	41	53	-22.6
Technical Rescues	12	15	-20.0
Mutual Aid Given	587	434	+35.3
Mutual Aid Received	101	109	-7.3
<b>FIRE PREVENTION</b>			
Inspections	1,877	2,571	-27.0
Special Inspections	310	309	+0.3
Hazards Abated	1,111	1,357	-18.1
Total Hours	1,730	2,577	-32.9
<b>TRAINING HOURS</b>			
Total Hours	9,347	3,335	+280.2
Fire	1,415	1,795	-21.2
Medical	374	325	+15.1
Position Specific Development	6,540	874	+748.2
Special Operations	415	229	+81.2
HazMat	24	61	-60.7
<b>PUBLIC EDUCATION</b>			
Total Citizens Reached	18,782	17,599	+6.7
Total Staffing Hours	1,421	1,062	+33.8
Home Smoke Alarms Installed	36	8	+350.0
Youth Misusing Fire Screening	3	12	-75.0
Fire Station Tours by Crews	51	55	-7.3
Public Displays - All	59	40	+4.8
Presentations	45	19	+136.8
<b>CHAPLAINS' HOURS</b>			
Deaths & Suicide Incidents	73	Not Recorded	N/A
Fires	13	Not Recorded	N/A
Non Emergent Counseling	831	Not Recorded	N/A

# Department At A Glance

Five fire stations staffed 24/7



78 Firefighters working 24 hours on/48 hours off

Five front line fire engines  
with 1,000 gallon water tanks and 1,500 gpm pumps



One tiller ladder truck with 105' aerial ladder



One 2,500 gallon Water Tender



One Rescue





# Projects

Project	Dates	Owner
ImageTrend RMS Install & Implementation	8/1/11 - 3/31/12	Mary Bradley
Fire Engine Build	7/1/11 - 11/30/12	Scott Malone
Jones Farm Station Build	3/1/11 - 12/30/11	Scott Malone
Strategic Planning	7/1/11 - 3/30/12	Scott Malone
Knox Box Re-key Project	1/2/12 - 12/31/12	Cathy Amerson
Hiring EMS Admin Asst	10/19/11 - 11/30/11	Pam McParland
Training Officer Positions	2/1/12 - 4/30/12	Scott Malone
Firefighter Hiring	9/1/11 - 5/1/12	Mark Prince
Local Option Tax	7/1/11 - 5/31/12	Scott Malone
Jones Farm Fire Station Grand Opening	1/2/12 - 2/29/12	Storm Smith
Operations Move 2012	12/2/12 - 2/29/12	Mark Prince
Playbook Creation	10/13/11 - 11/30/11	Scott Malone
Hose Testing	6/1/11 - 10/31/11	Matt Meyer
Hydrant Testing	8/1/11 - 12/31/11	Mark Nees
Policy Project	9/14/11 - 6/30/12	Pam McParland
Committee Charters	11/15/11 - 6/1/12	Mark Prince
Position Responsibilities	12/15/11 - 8/15/12	Mark Prince
Training Curriculum Rewrite	10/17/11 - 3/1/12	Yvain McDaniel

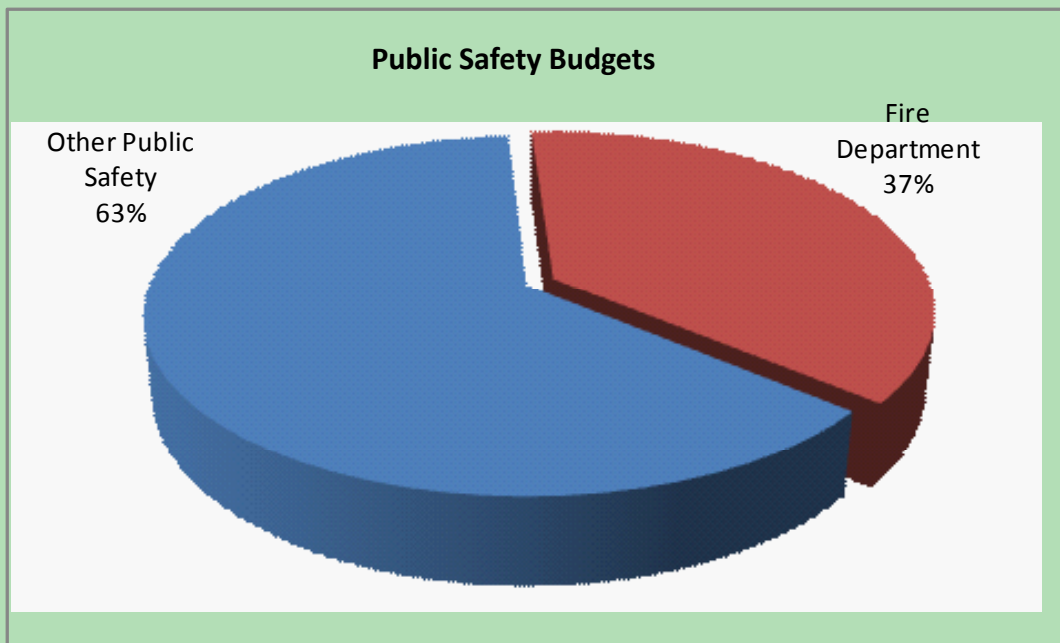


***An aerial view of the Jones Farm Fire Station in the early phases of construction. It replaces the aging Parkwood Fire station. The new station is due to be completed in January 2012. The 13,458 square foot facility is being built to LEED Gold Certification standards. LEED stands for Leadership in Energy and Environmental Design and is an international standard for green building design and locally-sourced building materials.***

# Budget

The Hillsboro Fire Department serves the community with 105 budgeted full-time employees in Fiscal Year 2011-12, comprised of seven professional staff, two Emergency Management staff and 96 sworn members including Paramedics, Emergency Medical Technicians, Firefighters, Fire Officers, Rescue Technicians, Fire and Arson Investigators, Fire & Life Safety Code Enforcement Inspectors, Public Education Specialists, and Chief Officers. The Hillsboro Fire Department staff members strive to communicate with and develop lasting relationships with the community partners and key stakeholders to reduce the loss of life and property in our vibrant city.

On a local, regional, and state basis, Hillsboro Fire Department continues to participate and support fire safety and emergency management programs and initiatives such as Washington County Office of Emergency management (OCEM), Community Emergency Response Teams (CERT), Urban Area Security Initiative (UASI), Oregon Safe Kids, Metro Area Fire Investigation Team (MFIT), Oregon State Fire Marshal's Office Incident Management Teams (IMT), Fireworks Task Force, Fire Corps (Citizen Corps USA), Random Acts of Kindness (RA), Urban Search and Rescue Teams (USAR), Tactical Negotiations Team (TNT), and the Washington County Fire Defense Board.



## FIRE DEPARTMENT MISSION AND VISION

The City of Hillsboro Fire Department is an all-hazard emergency response organization whose men and women are dedicated to our mission of "Meeting the needs of the community with professionalism and excellence in every aspect of our fire service deliver system." Hillsboro Fire Department is able to meet our mission through our vision of "Planning to protect and acting to save." We accomplish our service delivery through the thought, "Train as if your life depends upon it...because for someone, it does."



## Fire Department Budget Summary

Resources by Category	Actual		Adopted		Change from 2010-11		
	2008-09	2009-10	2010-11	2011-12	Dollar Change	Percent Change	Percent of Total
General Fund Revenues	16,120,267	15,048,687	16,624,007	17,830,606	1,206,599	7%	99%
Charges for Services	45,766	109,033	266,760	88,500	-178,260	-67%	0%
Grants and Donations	43,484	34,242	253,175	89,300	-163,875	-65%	0%
Miscellaneous	20,416	1,194	0	0	0	0%	0%
<b>Total:</b>	<b>\$ 16,229,933</b>	<b>\$ 15,193,156</b>	<b>\$ 17,143,942</b>	<b>\$ 18,008,406</b>	<b>\$ 864,464</b>	<b>5%</b>	<b>100%</b>

### Budget by Category

Personal Services	11,672,426	11,677,328	12,837,697	13,672,667	834,970	7%	76%
Materials and Services	1,306,439	1,315,438	1,747,957	1,530,333	-217,624	-12%	8%
Capital Outlay	1,581,081	554,556	360,034	83,326	-276,708	-77%	0%
Special Payments	1,669,987	1,645,834	2,198,254	2,722,080	523,826	24%	15%
<b>Total:</b>	<b>\$ 16,229,933</b>	<b>\$ 15,193,156</b>	<b>\$ 17,143,942</b>	<b>\$ 18,008,406</b>	<b>\$ 864,464</b>	<b>5%</b>	<b>100%</b>

### Budget by Org

Fire Administration	2,492,578	2,463,623	3,037,592	3,577,822	540,230	18%	20%
Fire Community Education	184,412	230,034	241,149	259,538	18,389	8%	1%
Fire Logistics	975,136	997,846	1,479,273	1,122,161	-357,112	-24%	6%
Fire Operations	610,993	659,135	9,728,545	10,561,742	833,197	9%	59%
Fire Station 1	2,504,326	2,300,033	0	0	0	0%	0%
Fire Station 2	1,544,023	1,703,958	0	0	0	0%	0%
Fire Station 3	3,904,955	3,272,065	0	0	0	0%	0%
Fire Station 5	1,662,038	1,116,967	0	0	0	0%	0%
Fire Station 6	205,753	396,521	0	0	0	0%	0%
Volunteer Station	20,303	17,929	26,797	26,438	-359	-1%	0%
Fire Training	530,260	523,570	951,537	686,656	-264,881	-28%	4%
Fire Special Operations	295,000	233,488	253,895	297,189	43,294	17%	2%
Fire Prevention Administration	264,905	200,992	215,108	219,729	4,621	2%	1%
Fire Investigation	34,714	19,794	600	600	0	0%	0%
Fire Code Enforcement	736,997	771,881	830,991	849,584	18,593	2%	5%
Emergency Management	263,540	285,320	378,455	406,947	28,492	8%	2%
<b>Total:</b>	<b>\$ 16,229,933</b>	<b>\$ 15,193,156</b>	<b>\$ 17,143,942</b>	<b>\$ 18,008,406</b>	<b>\$ 864,464</b>	<b>5%</b>	<b>100%</b>

### Budget by Fund

General Fund (100)	15,966,393	14,907,836	16,765,487	17,601,459	835,972	5%	98%
Support Services Fund (700)	263,540	285,320	378,455	406,947	28,492	8%	2%
<b>Total:</b>	<b>\$ 16,229,933</b>	<b>\$ 15,193,156</b>	<b>\$ 17,143,942</b>	<b>\$ 18,008,406</b>	<b>\$ 864,464</b>	<b>5%</b>	<b>100%</b>

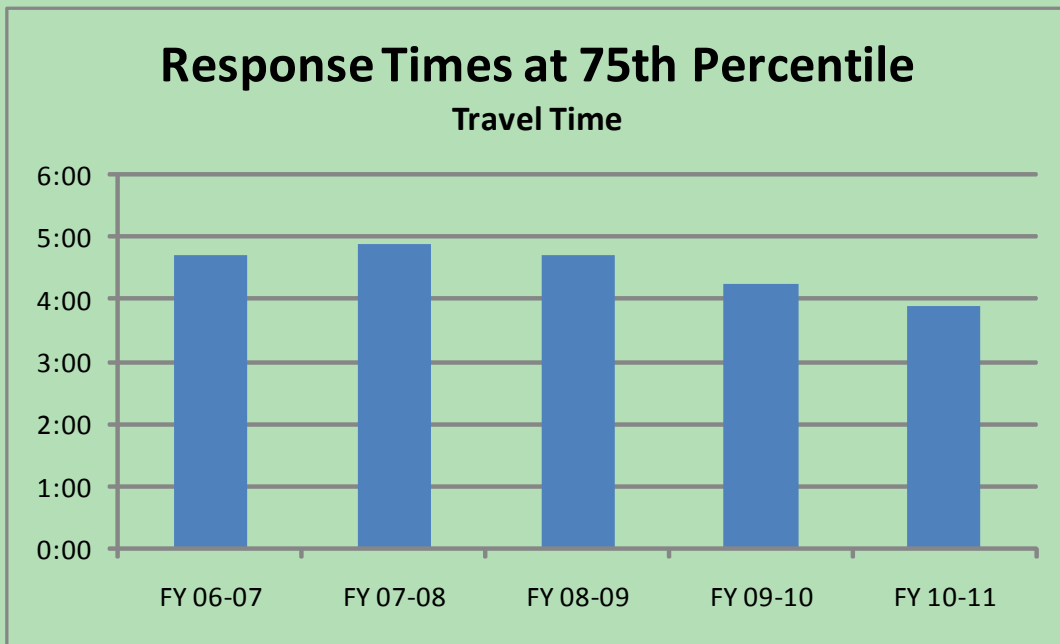
# Divisions



The Fire Department has 10 functional divisions:  
Administration / Emergency Management / EMS /  
Logistics / Operations / Prevention / Public Education  
/ Special Operations / Training / Volunteers

## OPERATIONS

The Operations Division comprises the bulk of the services we provide to the public. They are responsible for mitigating all emergencies that are not law enforcement only. That means all hazards/all risks, which includes fire, medical emergencies, transportation accidents, wildland fire fighting, technical rescue, hazardous materials and a multitude of other types of incidents. A key performance measurement for us is our response time to your emergency:



## Unified Operational Goals and Objectives 2012

**Provide opportunity for employee involvement and ownership that will provide a path for two way communications promoting operational efficiency and a fun working environment.**

*Responsible Chief Officer: Prince*

*Completion Date: March 2012*

- ◇ Clearly tie personnel expectations to all organizational core values and axioms
- ◇ Evaluate all comments and suggestions for sincerity, intent, and benefits to the citizens we serve and the employees who provide the services
- ◇ Re-evaluate regularly to determine program effectiveness and operational efficiency
- ◇ Modify program as necessary to provide opportunity for comment and informational sharing

**Develop and enhance operational skills and abilities within special operations and EMS.**

*Responsible Chief Officer: Blount*

*Completion Date: June 2012*

- ◇ Empower committee members to act independently within the framework provided
- ◇ Expose committee members to internal business practices
- ◇ Provide training to educate within specific areas of responsibility
- ◇ Develop documents that detail program processes

**Require individual companies to develop and deliver individually two drills per year that fall outside the regular training schedule.**

*Responsible Chief Officer: Washam*

*Completion Date: March 2012*

- ◇ Provide both formal and informal guidance on training needs up to Firefighter II level
- ◇ Provide time frames to company officers to meet the training goals
- ◇ Outline a schedule rotation for crews assigned to lead the instruction
- ◇ Develop a methodology to track completed training
- ◇ Provide an avenue for crew feedback to evaluate the goal and future training opportunity

**Develop a comprehensive aircraft incident deployment plan based on common and potential incident types encountered at the Hillsboro Airport.**

*Responsible Chief Officer: Magers*

*Completion Date: June 2012*

- ◇ Identify and evaluate the most common response scenarios
- ◇ Create partnerships with Port of Portland and other aviation stakeholders
- ◇ Develop protocol, policy and procedure to support planned deployment needs
- ◇ Develop a training program that supports a newly defined airport deployment philosophy

# Divisions (continued)

## FIRE PREVENTION

The Fire Prevention Division is charged with the reduction of fire and life safety risks through a combination of engineering, enforcement and education. Fire inspectors routinely examine commercial buildings or occupancies to ensure that safety features provided in that building are operational and protecting the occupants and visitors. Inspectors work in cooperation with the owner/operators to educate and assist them in finding safe solutions to fire code violations. Additionally, inspectors consult with the Building Department to ensure adequate water supply and fire department access to all new construction within the city.

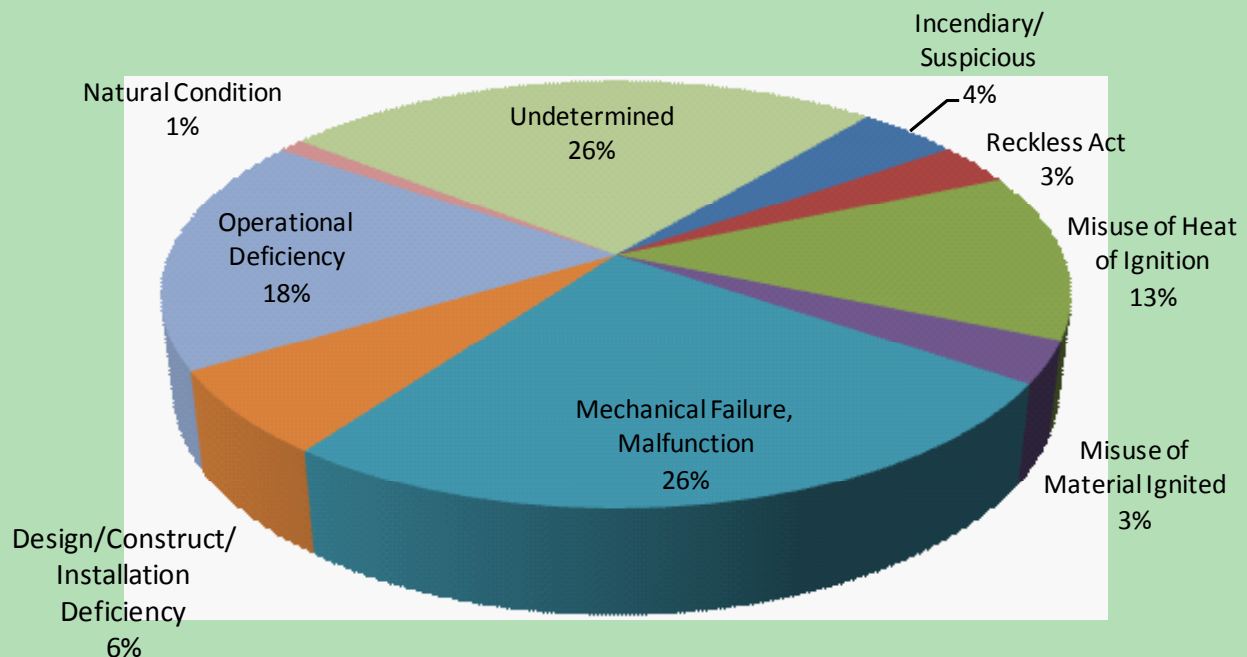
Some of the seven assigned inspectors are trained fire investigators. They use science-based, systematic, investigative skills to determine the origin and cause of fires. They do this through a combination of witness/occupant interviews and forensic examination of the evidence.



Performance goals for the coming year:

- ◇ Implement the Knox Box Re-keying Project
- ◇ Transition records management from RMS to Image Trend

## Fire Causes FY 10-11



## TRAINING

Firefighters have hundreds of certifications and competencies they are either required to maintain or elect to maintain to enhance their skill sets. These range from Emergency Medical Technician skills of various levels, to Technical Rescue Technician ratings, to Wildland Firefighting specialties. The Training Division is charged with providing instruction or arranging for attendance at the multitude of classes provided in Oregon and at the National Fire Academy in Emmitsburg, Md. Additionally, the Training Division must track and maintain the training records for all members of the Department.

When firefighters aren't responding to emergencies or maintaining their equipment, they are likely attending some type of drill, exercise or class. Firefighting is truly a life-long learning process.

**Performance goals** for the coming year:

- ◇ Transition educational-based certification to performance-based evaluation for critical skills
- ◇ Installation of a Records Management/Document Management System
- ◇ Rewrite training curricula



# Divisions (continued)

## SPECIAL OPERATIONS/EMS

With Emergency Medical Services (EMS) comprising about 60-percent of our calls for service, there is a significant focus on providing prompt, compassionate medical care. The EMS/Special Operations Chief, along with a quality improvement review cadre, monitor the pre-hospital care and procedures provided to our customers. Additionally, the EMS/Spec Ops Chief helps coordinate our resources with those from across the state so that their skills are honed and equipment ready for any emergency or disaster.

Special areas of focus are:

- ◇ Building Collapse Rescue
- ◇ Trench Collapse Rescue
- ◇ Vehicle and Machinery Entrapment Rescue
- ◇ Hi-angle/Low-angle Rope Rescue



## ADMINISTRATION

The Fire Department has undergone significant changes in the last fiscal year, starting with the Administration. The primary goals of the restructuring are streamlining and looking for efficiencies in process, and providing a definitive framework for the Department. Changes have been both in the area of fiscal policies, for example, reworking the structure of the Department's budget and increasing purchasing autonomy by issuing purchasing cards to all company officers.

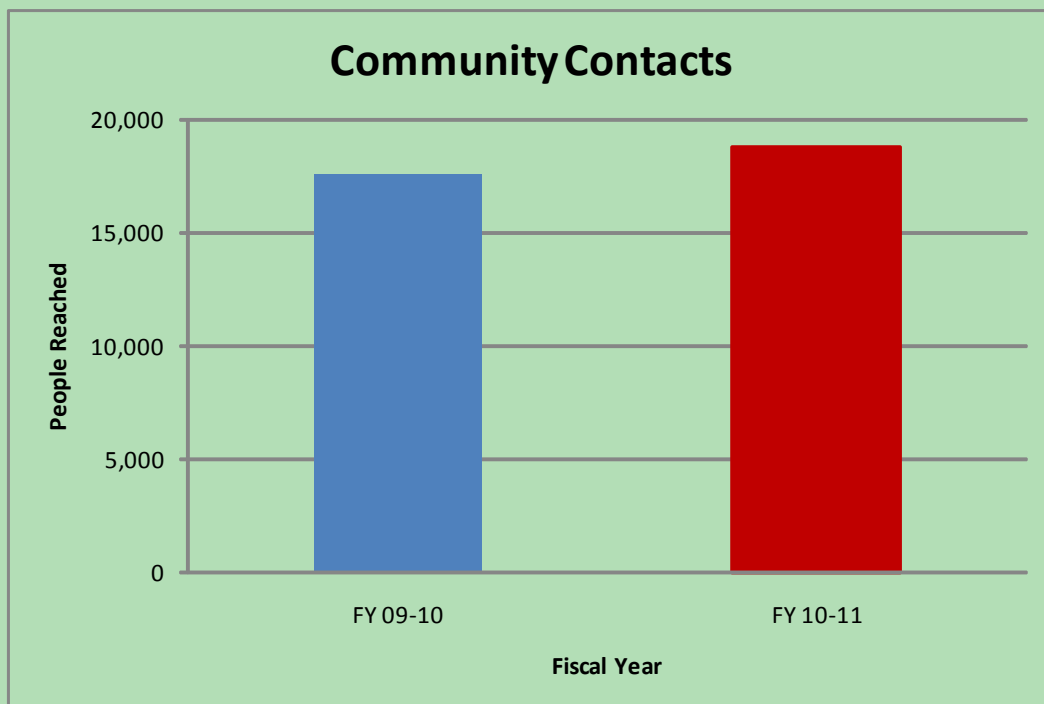
We use the Commission on Fire Accreditation International standards and their 244 performance indicators, as well as our Strategic Plan, Standards of Cover, COH Strategic Plan, Budget Plan and Community Risk analysis as our primary yardsticks for prioritizing and planning.

There are several large projects in progress this year that will affect all divisions of the Fire Department:

- ◇ Local Option Tax (LOT) renewal process
- ◇ Implementation of a new Records Management System (RMS)
- ◇ Re-keying and mapping of all Knox boxes in the City and updating preplans while in the field
- ◇ Opening of the new Jones Farm Station, including relocation of the Battalion Chief and Truck company to that station
- ◇ GIS Hydrant Inspections and deployment of Wireless Tablets



Public education professionals, along with the help of fire-fighters, attend schools, public events, business and civic group to reach out to citizens and provide them with information they need to keep their families and businesses safe. One of their performance measurements is the number of people reached each year:



# Divisions (continued)

## Programs

Within the last six months we have examined each staff position, identified daily, weekly, monthly, and annual tasks, projects managed, and listed the programs that they over see. Originally, we were going to list all of them, but it would have taken four pages of this booklet. Instead, we have listed some of the programs that our organization manages or participates in on a daily basis:

Accreditation, Budget, Purchasing, Contracts, Records Management, Document Management, Citizen Communications, Chaplaincy, Public Education, Public Information, Sustainability, Senior Leadership, City Strategic Planning, Department Strategic Planning, Department Capital Planning, COH EOC, Internal HR, Telestaff, NFIRS Reporting, Uniforms, Personal Protective Equipment, Fleet, Facilities, Supplies, Communication Equipment, Small Tools and Equipment, EMS Supplies and Equipment, Chainsaws, Self Contained Breathing Apparatus, Washington County Consolidated Communications Agency, Fire Defense Board, Labor Relations, Mutual Aid, Oregon Incident Management Teams, Insurance Services Organization , Deployment, Daily Staffing.

## Administration Goals:

1. Improve efficiencies by streamlining and restructuring current job tasks and processes:
  - ◇ Identify the individual job-tasks and assignments
  - ◇ Provide a definitive framework for improvement
2. Make work reassignments based on time management, skill level and strengths
3. Improve internal communications:
  - ◇ Use of SharePoint
    - » '3-P's' – Processes, Policies and Procedures
    - » Special Announcements
    - » Bulletin postings
    - » Digital Library
  - ◇ More informal 'face-time', providing personnel input, ideas and creativity

## Emergency Management

The Emergency Management Division is charged with lessening the impact of disasters on Hillsboro through mitigation, preparedness, response and recovery. Emergency Management also trains and supervises staffing the City's Emergency Operations Center (EOC). The EOC is where city staff gathers to coordinate and manage our response to large-scale incidents, such as a multiple-day snowstorm or an earthquake. EOC staff attends monthly training sessions, plus an annual disaster exercise. This year's exercise, Shear Dynamics, was a windstorm scenario with regional impacts. More than 75 city staff participated, representing ten different city departments. Meanwhile more than 20 other agencies across Washington County also played from their respective EOCs.

Emergency Management's largest training program is the Community Emergency Response Team (CERT) classes conducted for residents, businesses, school staff and students. These teach CERT members to organize their neighborhoods to respond to disaster. Skills include disaster preparedness, small fire suppression, disaster medicine, light search and rescue, disaster psychology, and team organization; and the training culminates in a simulated disaster where CERT members put their new skills to work. We also offer monthly continuing training, to refresh basic skills and expand into more advanced topics.



Amateur radio volunteers provide backup communications for the Emergency Operations Center, the Police Department's West Precinct, and the Water Department. An active group of a dozen licensed hams, they meet and train twice each month to provide voice and digital communications when all else fails. Amateur radio volunteers provide backup communications for the Emergency Operations Center, the Police Department's West Precinct, and the Water Department. An active group of a dozen licensed hams, they meet and train twice each month to provide voice and digital communications when all else fails.

### **Performance Goals:**

1. Improve our City's EOC operations and training.





*American Legion Post 104 helped Hillsboro firefighters raise the huge Patriot Flag over the Ronler Acres Fire Station on December 28, 2010. The flag later flew over the World Trade Center on the 10th anniversary of the 9-11 attacks.*



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