

ASHLAND FIRE & RESCUE



**2010
ANNUAL REPORT**

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INTRODUCTION

I'm proud to present this summary of the activities of Ashland Fire & Rescue for 2010. As with all City departments, 2010 has been challenging. Fiscal limitations have caused us to search for alternate emergency service delivery profiles while maintaining quality customer care. For 2010 the number of responses for our department increased slightly over 2009 reversing a trend that all area fire departments had been experiencing. While the number of emergency medical calls remained constant, our department responded to a 12% increase in fire calls in 2010. The Washington and Oak Knoll fires were tragic events for our community and represented a property loss of over \$5 million. These events were a reminder of the vulnerability of all neighborhoods in Ashland and the importance of proactive citizen involvement in fire prevention.

In 2010 our department initiated a business and multi-residence fire prevention inspection program. This was the first such program for the City in over 10 years. All line members received training and state certification as fire inspectors. Over 400 inspections were performed in 2010.

Ashland Fire & Rescue reinstated a citizen CPR training program as well as a certified Child Safety Seat program for members of the community in 2010. The CPR program is administered by our CERT Coordinator and taught by fire department staff and citizen volunteers. In 2010 we applied for and received a grant to help fund the training for our child safety seat installers as well as the purchase of child safety seats.

The City Council approved an ordinance restricting fireworks within the City. This is a critical component to the overall fire safety not only in the Wildland Urban Interface but also throughout the community. The Ashland Forest Resiliency project was initiated through a Master Stewardship Agreement between the City of Ashland, the United States Forest Service, Lomakatsi Restoration Project and The Nature Conservancy. The Ashland Forest Resiliency project addresses two Council goals that were approved in June 2009 dealing with water quality and watershed sustainability. Fuels treatment prescriptions were created and treatment began in 2010 along with multi-party monitoring, community education, and a robust community engagement component.

The department recruited and hired a Firewise Communities Coordinator in 2010. Implementing a Firewise Communities program is a fundamental element of our department's goal for citizen involvement in fire safety and preparedness. The Firewise Communities program encourages local solutions for wildfire safety by involving homeowners, community leaders, planners, developers, firefighters, and others in the effort to protect people and property from the risk of wildfire.

The department organizational structure was changed to provide for company level supervision and oversight. This



is consistent with other fire departments and allows for better resource integration during mutual and automatic aid deployments.

Ashland Fire & Rescue continues to strive for excellence in every aspect of our operation. We appreciate being an integral component of Ashland's public safety effort. I would like to thank the Mayor, City Council, and City Administrator for their continued support.

Chief John Karns



FIRE AND EMERGENCY OPERATIONS

Ashland Fire & Rescue responds to a wide variety of calls within the City of Ashland and our Ambulance Service Area (ASA). The department responds under mutual and automatic aid agreements as well. While the Oak Knoll fire was an example of a large mutual aid deployment, Ashland Fire & Rescue participates in some level of mutual aid response over 100 times annually.

Ashland is divided into two areas with one station serving each area. The administration staff work at Fire Station One.

Ashland Fire & Rescue responds to all types of fires, fire alarms, vehicle accidents, hazardous conditions including material spills, weather related incidents, emergency medical events, and service calls. The proximity of Ashland to a main transportation corridor, a critical watershed, and regional tourist centers requires a wide variety of skills and equipment inventory to deliver the many disciplines needed.

The current organizational structure for Ashland Fire & Rescue calls for a Fire Chief and three Division Chiefs. There is a Division Chief for EMS, one for Fire and Life Safety, and an unfunded position for Operations. Each of the three shifts has nine members. One shift has a vacancy due to a resignation and one has a vacancy due to lack of funding. The

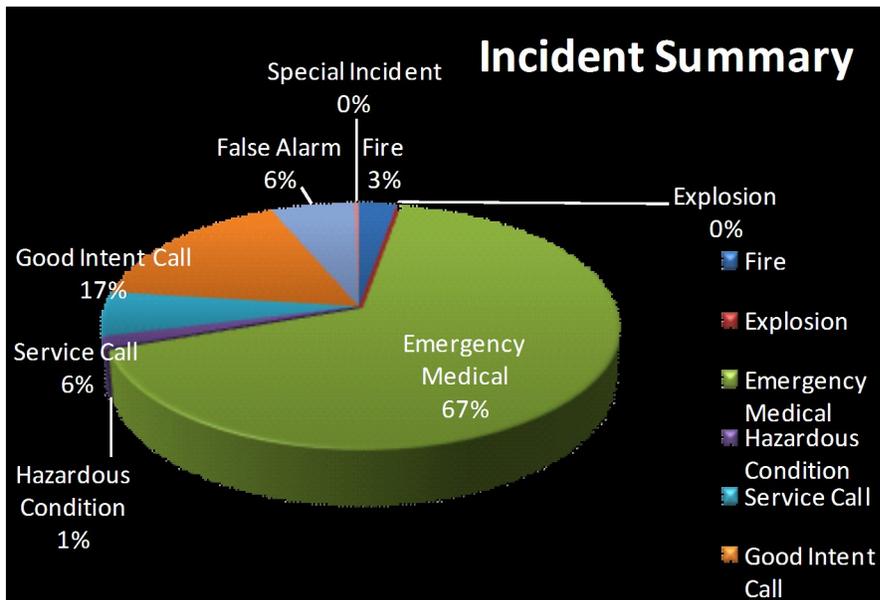


THE OAK KNOLL FIRE IN AUGUST 2010

daily staffing level is at seven, two-thirds of the time. All line personnel are trained as paramedics. The department performs over 40 personnel call backs each month.

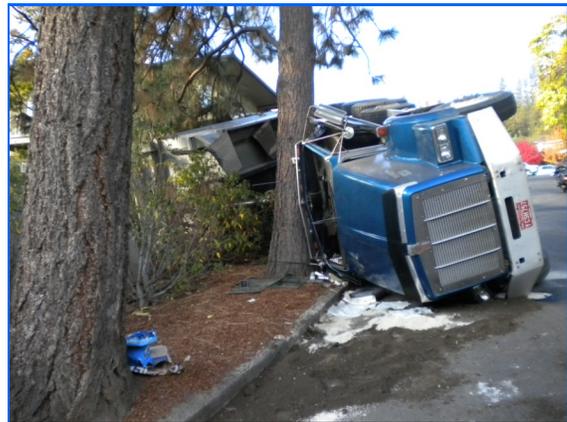
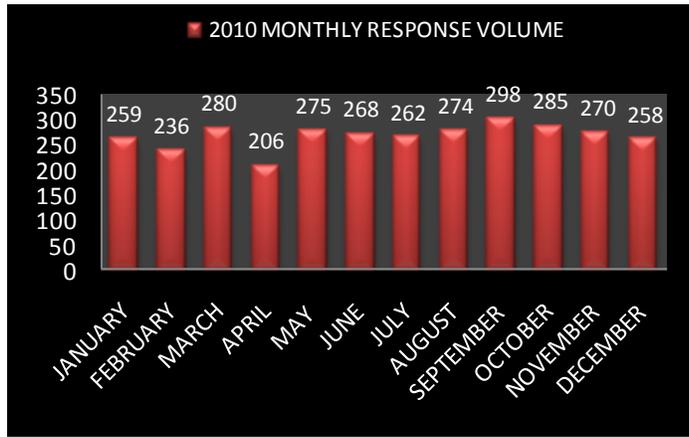
The requests for service increased slightly for 2010, primarily in the number of fire and good intent calls. Examples of good intent calls are vehicle accidents without injuries, or smoke investigation—no fire found. We feel this increase is largely due to enhanced fire and smoke awareness after the Washington and Oak Knoll fires.

There is a strong effort by Ashland Fire & Rescue and the other area departments to further partner in service delivery and coordinate training and operational procedures. There are also discussions to better coordinate the four departments' command and control resources. This is a trend in the fire service and is of particular importance in southern Oregon due to resource levels of the area fire departments. The advantage to Ashland will be multiple Chief Officers on scene of large events. Mutual and automatic aid requests will be able to have closest unit response

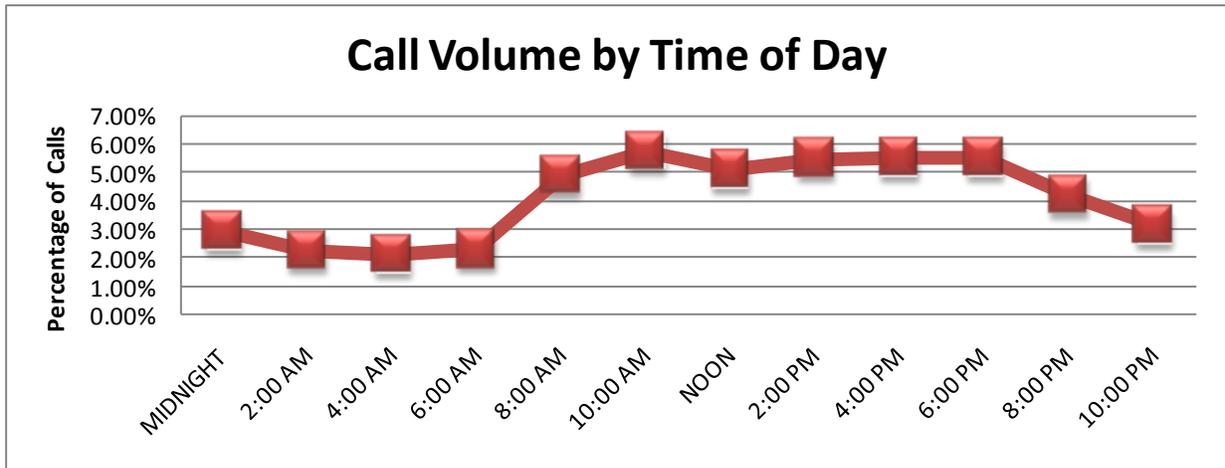




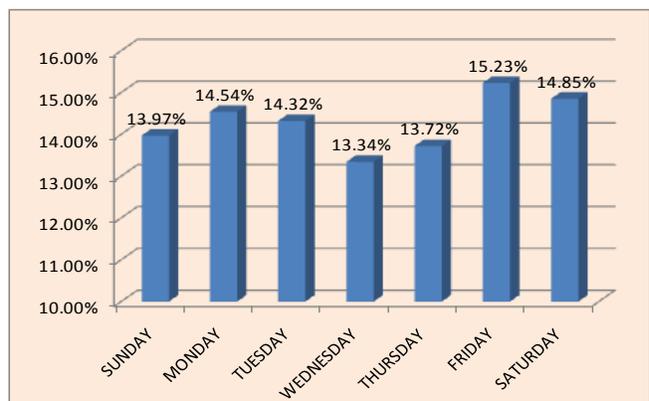
FIRE AND EMERGENCY OPERATIONS (cont'd)



TRUCK ROLLOVER ON NOB HILL



MUTUAL AID STRUCTURE FIRE WITH FIRE DISTRICT 5



Call Percentage by Day of Week



EMERGENCY MEDICAL SERVICES

Ashland Fire & Rescue has been providing high quality ambulance services to the residents of south Jackson County as the primary ambulance service provider since 1996. We consistently meet the standards and requirements of our Ambulance Service Area (ASA) agreement. Ashland Fire and Rescue went before the Jackson County Commissioners and was awarded a five-year contract for ASA #3. This year Ashland Fire & Rescue responded to 3171 calls for service, a slight increase over last year. Paramedics responded to 2716 medical calls and transported 1493 patients to the area's three hospitals. Ashland Fire & Rescue's average response time within the city of Ashland was 4.57 minutes.

Ashland Fire & Rescue's Fire-Med subscription program offers low cost ambulance subscription services with annual sign ups in October of each year. This past year the Fire-Med program had 1,499 memberships covering 2,818 members and transported 275 Fire-Med members.

This past year our department saw some changes and challenges for emergency medical services. There was a system wide shortage of a number of critical medications. Finding cost effective alternatives proved difficult. We also faced changes in several treatment protocols, patient care devices and billing procedures. Revenues were negatively impacted by changes in Medicare compensation and the reduction in overall reimbursement levels. On a positive note, Congress passed a one year renewal of the ambulance relief act that continues the two percent addition to ambulance services reimbursement.

Ashland Fire & Rescue personnel logged a total of 3,182 hours of training with each person receiving an average of over 100 hours of individual training in addition to responding to emergency calls and completing their other assigned departmental duties. All Ashland Fire & Rescue personnel have completed the necessary State requirements of continuing education, training and skills requirements to

renew their Emergency Medical Technician certification at their current level.



Ashland Fire & Rescue is seeking to improve its operations by increased efficiency and effectiveness through the use of technology. At the end of 2009, Ashland Fire & Rescue renewed this effort by establishing a department technology committee. We have completed one of the goals by installing trial Mobile Data Terminals (MDTs) in several vehicles.

MDTs provide for quicker incident location and response and more effective transmission of call data from dispatch.

The committee has also embarked on developing a mobile EMS patient reporting system to enable paramedics to document treatment, complete their reports and send them to the receiving hospitals from the ambulance rather than waiting to return to the station to write the report. This system builds on the current reporting system and incorporates new, smarter and more efficient technology hardware and software. Implementation of this system is scheduled for February of 2011 and will provide better patient care and increase the efficiency and effectiveness of documentation.





FIRE AND LIFE SAFETY

The primary duties of this division are plans review, fire code enforcement, fire investigations, public information and public education. The Fire & Life Safety Division was staffed with one person, the Division Chief, during 2010. Other members of the department participate in fire inspections and public education.

In 2010, two projects required significant staff time: Company Level Fire Inspection Program and the Oak Knoll Fire Investigation.

The Company Level Fire Inspection Program included a training plan, creating inspection routes, documentation of fire inspections and a billing program. In-house training was provided to all firefighters based on the training requirements established by the Oregon State Fire Marshal's office. Firefighters were certified for inspecting businesses and mercantile occupancies, banks, offices, eating establishments with an occupant load under 50 and retail stores. Following the training, each shift was assigned three groups of businesses to inspect. More than 400 initial inspections were completed within a 10-month period resulting in the billing of \$16,200 in inspection fees.

The Oak Knoll Fire was a large fire, not only for the City of Ashland, but also for Oregon. The Oak

Knoll Fire was ignited on the hot, dry afternoon of August 24 by smoking materials. Pushed by winds, the fire quickly burned through brush and grass on the west side of I-5, jumped the freeway and continued to burn through brush and grass destroying 11 homes and damaging several others. The fire started on a parcel of land that is both in the county and the city. Ashland Fire & Rescue lead a fire investigation team including investigators from Jackson County Fire District #3 and #5, USFS, and a private fire investigator. The department also received assistance from the City's GIS personnel. The investigation was complete with a week-long trial that ended on December 8 with a not-guilty verdict .

The division completed 255 plan reviews, 12 fire investigations, and the adoption of the 2010 Oregon Fire Code. The City of Ashland adopted a new ordinance prohibiting fireworks, and a comprehensive media campaign was implemented resulting in no fireworks debris in normal locations demonstrating successful results. This was the second year of the Weed Abatement Program in the fire department. There were 560 Wildfire Zone inspections with 72 abatements ordered. There were 69 properties outside of the Wildfire Zone inspected with 40 abatements ordered. There were 5 citations issued for lack of timely abatement of the hazard.



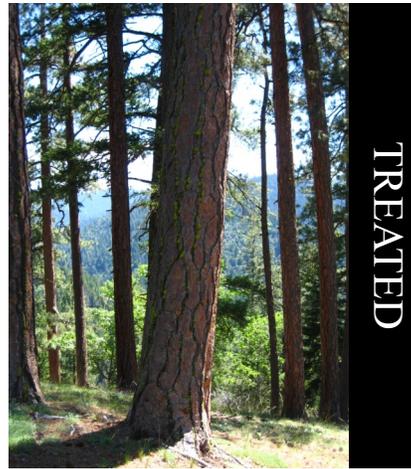
Hazardous materials and fire alarm systems are part of the fire company level building inspections.



FOREST INTERFACE DIVISION

In 2010, both the Firewise Communities and Ashland Forest Resiliency Stewardship projects were undertaken in earnest. Ongoing projects included fuels management in the wildland urban interface, City forestlands management, watershed forest patrol, and wildfire emergency response planning.

head community engagement and density management, including helicopter thinning operations. The Master Stewardship Agreement is good for 10 years, the anticipated duration of the project. Watershed Forest Patrol has been an ongoing activity coordinated by the Fire Department for nearly a



Firewise Communities USA is a national recognition program for communities at risk from wildfire who take prudent steps to protect themselves. The department secured Jackson County Title III funding of \$52,000 to hire a coordinator to implement a Firewise recognition program in Ashland. Ali True was hired in July, assisted with the City's weed abatement program, and then laid the foundation for Firewise in Ashland including securing an additional \$50,000 in grants to assist homeowners increase fire safety around homes throughout the city, notably in the Oak Knoll area. Ali continues to introduce the concept of Firewise to Ashland residents through home assessments, speaking engagements, and work with partner organizations.

decade. Approximately \$9,000 was contributed to the U.S. Forest Service in a cooperative agreement with the Jackson County Sheriff's Office to fund a deputy who patrols Ashland Watershed areas two days a week to increase law enforcement presence to discourage activities that increase the risk of wildfire in and around the watershed.

The City became a formal partner in the Ashland Forest Resiliency (AFR) Stewardship Project by signing a Master Stewardship Agreement with The Nature Conservancy, Lomakatsi Restoration Project, and the U.S. Forest Service. Funding from the American Recovery and Reinvestment Act was dedicated to the project in the amount of \$6.2 million. The department dedicated the Forest Resource Specialist and contracted forester nearly full time to the AFR project, and hired a half time assistant dedicated to AFR and funded solely through federal dollars. Through the Forest Interface Division, the City will engage in all aspects of the project and spear-

A grant for wildfire fuels reduction around homes in the City's wildfire zone expired in July. Forest Resource Specialist Chris Chambers coordinated assessments and agreements with residents in the City's wildland urban interface over a one year period that lead to improvements in fire safety by reducing the amount of flammable vegetation around homes plus fire safe improvements to home construction such as replacing of wood shake roofs. 109 residents participated in this fire prevention and mitigation program.

Based on 7 years of past fuels reduction work, mapping of the wildfire hazard zone for strategic fire response and attack was completed. The resulting map is one in a series that have been used for planning and fire response, most notably during the 2009 Siskiyou Fire. Other fire season preparations included coordination with state and federal partner agencies and annual wildland fire training conducted for Ashland and District 5 firefighters.



CERT AND CPR

2010 - A YEAR OF FIRSTS FOR ASHLAND CERT

2010 HIGHLIGHTS

- Mobilized three times and contributed over 2,400 hours of volunteer time.
- Reintroduced the CPR Program.
- Conducted its first joint operations with Jackson County Search and Rescue in two search missions.
- Conducted its first Basic Training at SOU.

It is an exciting time to be a member of the Ashland Community Emergency Response Team (CERT). The program has excellent training and the opportunities to advance to higher levels within the organization have never been greater.

Ashland CERT had a great 2010 despite some significant challenges beginning with the departure of Lucy Edwards, the previous coordinator, and Heidi Gottlieb, the program assistant. Lucy and Heidi were instrumental in maintaining a team of well trained and ready volunteers and their departure had a significant impact on the organization.

While the program transitioned to a new coordinator, Richard Randleman, CERT volunteers did a tremendous job conducting the Spring basic training, maintaining the program, and helping the new coordinator become more familiar with Ashland CERT.

For several years CERT conducted a visioning process during which the goals of educating and motivating the community, training and developing members, and advancing the organization were established. To achieve the visioning goals for 2010, CERT increased basic training attendance by partnering with SOU, introduced the program's first refresher course to maintain our existing member's proficiency, and partnered with Jackson County Search and Rescue to lend our expertise of Ashland while obtaining excellent training and experience.

The CERT program is also well into its transition from solely a disaster reserve organization to include

an element of reserve emergency responders.

CERT mobilized for the Oak Knoll Fire, conducted its first basic training on campus at Southern Oregon University, participated in its first search and rescue missions with Jackson County Search and Rescue and completed its first firefighter rehab mission while mobilized for the Oak Knoll Fire.

As a result of the Oak Knoll Fire experience, CERT's responsibility for firefighter rehab is being planned for future emergencies and preparations for CERT to execute "post disaster recovery" and victim rehab missions are underway.

CERT adopted a new leadership track for members who wish to enhance their skills and capture opportunities as leaders and managers of the program. In particular there are Level 1 Management Team members who will be trained to manage the program



in the Coordinator's absence, Level 2 Leadership Team members who will be trained to manage CERT's emergency responses, and Level 3 Crew Leaders / Phone Tree and Base Managers who will be trained in how to manage bases, phone trees, and lead volunteers in the field.



TRAINING

The training required to meet national standards for emergency medical, fire suppression and prevention, and workplace safety continue to present challenges to Ashland Fire & Rescue. For a number of years the department has been reducing fire suppression and emergency operations training as a means to balance its budget. The cost of this type of training comes partially from the cost of the training itself, but more due to the overtime costs incurred with member participation.



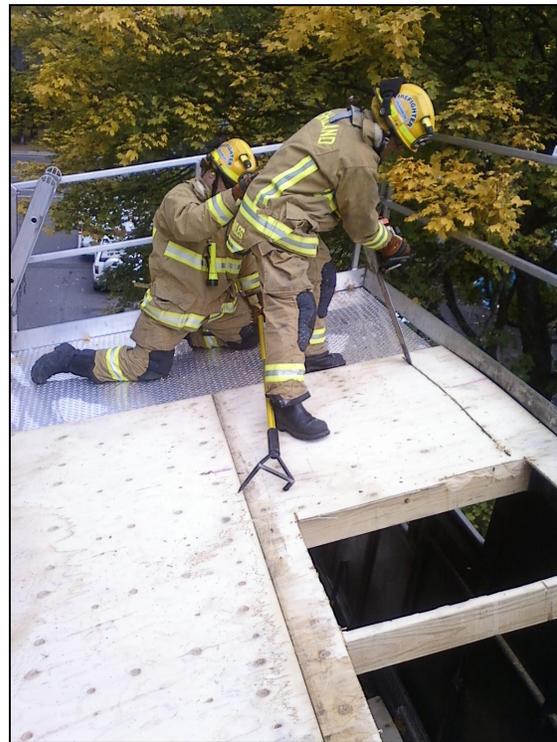
The emergency medical training component has been consistently followed. The county and state EMS agencies have strict training standards as a condition of operating an Oregon Ambulance Service Area. The department has a Division Chief and contracted Medical Director who oversee our training curriculum and standards of practice for our



EMS program. Each individual paramedic is required to complete a continue education curriculum.

Training necessary for the relatively low frequency but higher risk events such as fire suppression practices, emergency operations, and command and control was severely reduced to meet budget limitations. The effort to integrate with more regional training has been met with mixed success.

The average fire department member is currently receiving under 38% of the required total training as established by the National Fire Protection Association (NFPA) and the Insurance Services Office (ISO). To ensure effective fire ground and emergency scene operations, as well safety of personnel, the department and City must be committed to delivering the training that is appropriate for the services delivered to our community.





PERSONNEL

2010 brought many changes to the makeup of Ashland Fire & Rescue. The year started with the resignation of Captain Bob Cockell. After 15 years of service with AF&R, Cockell left the department to start his own business. His resignation allowed Engineer David Shepherd to be promoted to Captain and Firefighter Robert Stephens to be promoted to Engineer.

With the help from grant monies the department was able to add two additional personnel to assist with Ashland's wildfire hazards. Ali True was hired as the Firewise Communities Coordinator and Anne Crispino-Taylor was hired as the Ashland Forest Resiliency Project Assistant.

The most significant change to the department was the creation of a new "Captains" rank.

Background

The accepted practice nationally is to have at least one "Company Officer" assigned to a fire station. A "Company" is a group of 4 firefighters (usually comprised of 1 officer, 1 engineer and 2 firefighters) who work together as a team at both the fire station and on emergency scenes. This company officer, normally called a Captain, is responsible for the 3 crew members who serve in that company. In larger communities, some stations might have several company officers managing several groups of firefighters. Battalion Chiefs then supervise the company officers on their shift.

The Challenge

For many years now the three shifts at AF&R have

worked without the benefit of a true company officer. All supervision was handled by one shift leader, then called a Shift Captain. This Shift Captain was responsible for the eight crew members assigned to that shift. This routinely placed the Shift Captain in a situation where they were exceeding the recognized standard of five personnel for span of control. It also left the Station #2 crew without a supervisor.

The Solution

In order to bring the department up to nationally recognized standards it was imperative to create a true "Captains" position and rename the current "Shift Captains" to "Battalion Chief". In order to do this, the department executed both an Engineers promotional exam in the spring and a Captains promotional exam in the fall to fill the spots created by the restructuring.

On Nov. 12th we promoted the following individuals to the Captains rank: Curt Formolo, Todd Stubbs, Matt Freiheit, Steven Boyersmith, Dana Sallee, and Kelly Burns.

Rod LaCoste, Todd Beck, Lance Menold, and Justin Foss were promoted to Engineer.

Walt Anders, Scott Hollingsworth, and David Shepherd were reassigned as Battalion Chiefs.

The Division Chief of Fire Operations position continued to be unfunded as did a firefighter's position.

At the time of this report, an entry level firefighter's test is in progress. The established list will be used to fill the vacancy created back in February.



Back Row Left to Right: Captain Matt Freiheit, Captain Todd Stubbs, Battalion Chief Walt Anders, Battalion Chief Scott Hollingsworth, Battalion Chief David Shepherd, Captain Dana Sallee, Captain Steven Boyersmith

Front Row Left to Right: Engineer Justin Foss, Engineer Rod LaCoste, Engineer Todd Beck, Engineer Lance Menold



EMERGENCY MANAGEMENT

The Fire Chief for Ashland is also the City's Emergency Manager. The Emergency Manager is responsible for the training of employees for response to an emergency as well as the City's hazard assessment and preparedness of the citizens for those hazards. The City maintains an Emergency Operations Plan (EOP) that serves as a guide for its response to emergencies.

The Department of Homeland Security's National Response Framework identifies the National Incident Management System (NIMS) as the standard response and management structure for emergency events. A component of NIMS is responder training for the Incident Command System (ICS). In 2010 a tiered training program was identified for the employees of Ashland who would respond in the event of an emergency or large-scale planned event. The implementation of this training was started in 2010 with several opportunities for advanced training as well as on-line basic training. Phenix Consulting was contracted to provide ICS position-specific training for the City's command staff. Phenix consulting will also evaluate the resources necessary to improve the function of the City's Emergency Operations Center (EOC).

Ashland entered into an agreement with Jackson County Emergency Management to participate in a grant funded contract to rewrite Emergency Operations Plans. Many other Rogue Valley communities will also be participating in this program. Utilizing a common format will coordinate the various jurisdiction's EOP's and facilitate improved collaboration during an emergency event. The rewrite of Ashland's EOP is expected to be completed in 2011.

The Federal Energy Regulatory Commission witnessed an exercise simulating a failure of Hosler Dam. Ashland Fire & Rescue assisted the Public Works department with this drill. The exercise provided for activation of the Emergency Operation Center as well as an Incident Command Post. The exercise helped to identify areas of the City's response and event management that will be addressed in the future. The City received top marks for the exercise and quality of response.

Ashland Fire & Rescue formed a new citizen volun-

teer group known as ART (Ashland Response Team). It was identified that our City may struggle to sufficiently staff the EOC when the nature of an emergency requires a large number of field responders. Recognizing that our community has many residents with substantial experience in public safety and emergency management, a request went out to the community for volunteers who wanted to assist City personnel in operations during an emergency. A number of individuals stepped forward and twelve were identified to continue with the program. These volunteers will receive general and position-specific ICS training and be assigned to areas within the EOC.



The Siskiyou Fire of 2009 identified some areas of public information conveyance that needed to be improved. The "fire hot-line" was an internal system that was obsolete and quickly became overloaded during an emergency. Ashland's Information Technology Department found a third-party solution for the hot-line and the

new system was implemented in 2010. The new system can handle many more calls simultaneously and be updated without interruption. The City's 1700 AM emergency radio was not being received well by residents in some of our canyons. This situation was resolved by streaming the signal over the City's web site. The radio message can be accessed from the fire department's home page. The City entered into an agreement with Jackson County for a mass notification system (reverse 9-1-1). This will allow for broad based notification capabilities while allowing for local control and minimizing the costs. This system represents a significant improvement in the City's ability to communicate with the public during an emergency. The system should be operational in the second quarter of 2011.

Ashland Fire & Rescue is also taking the lead in creating a Joint Information Plan for the region. We are collaborating with other jurisdictions and agencies to develop a joint policy for Ashland specifically, though regional in scope. Representatives from Medford, Ashland Police Department, Ashland Community Hospital, Southern Oregon University, and Ashland School District are participating.



THE ASHLAND FIRE & RESCUE TEAM

ADMINISTRATIVE STAFF

John Karns, Fire Chief
 Greg Case, Division Chief
 Margueritte Hickman, Division Chief
 Division Chief/Operations/Unfunded
 Chris Chambers, Forest Resource Specialist
 Kimberley Summers, Administrative Assistant
 Ali True, Firewise Communities Coordinator
 Anne Crispino-Taylor, AFR Project Assistant
 Richard Randleman, Cert Coordinator
 Terry Eubanks, AmeriCorps Volunteer
 Mark Anderson, Department Chaplin

A SHIFT

B SHIFT

C SHIFT

Battalion Chief Walt Anders	Battalion Chief Scott Hollingsworth	Battalion Chief David Shepherd
Captain Curt Formolo	Captain Matt Freiheit	Captain Dana Sallee
Captain Todd Stubbs	Captain Steve Boyersmith	Captain Kelly Burns
Engineer Dave Hanstein	Engineer Robert Stephens	Engineer Lance Menold
Engineer Rod LaCoste	Engineer Todd Beck	Engineer Justin Foss
Firefighter Derek Rosenlund	Firefighter Jennifer Hadden	Firefighter Trent Stoy
Firefighter Marshall Rasor	Firefighter Dave Roselip	Firefighter Shannon Turner
Firefighter Brent Knutson	Firefighter Ron Garfas-Knowles	Firefighter Robert Trask
Unfunded Position	Vacant Position	Firefighter Ashley May



**Firefighter/Paramedic
 Brent Knutson
 2010 Fire Chief's Award**

**Firefighter/Paramedic Brent
 Knutson received the Fire
 Chief's Award for "outstanding
 customer service and a long
 term commitment to improving
 Ashland Fire & Rescue"**

ASHLAND FIRE & RESCUE

DEDICATED TO....

SUPPRESSION



MEDICAL



FOREST LANDS



EDUCATION

SERVING ASHLAND AND THE ROGUE VALLEY SINCE 1887