HOUSTON FIRE DEPARTMENT
1205 Dart Street • Houston, Texas 77007 • 713-247-5000 • www.houstonfire.org

REORGANIZED
RESTRUCTURED
READY TO SERVE

HOUSTON FIRE DEPARTMENT
ANNUAL REVIEW
2006
Welcome To The Houston Fire Department

Become a Houston Firefighter
Houston’s Hottest Job

HFD is the largest accredited fire department in the nation. Come be a part of our team.

Compensation is based on 26 equal pay periods:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Bi-Weekly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firefighter Trainee</td>
<td>$1,077.83</td>
<td>$28,023.58</td>
</tr>
<tr>
<td>Probationary Firefighter</td>
<td>$1,303.98</td>
<td>$33,903.48</td>
</tr>
<tr>
<td>1st Year Firefighter</td>
<td>$1,412.99</td>
<td>$36,737.74</td>
</tr>
<tr>
<td>2nd Year Firefighter</td>
<td>$1,486.45</td>
<td>$38,647.70</td>
</tr>
<tr>
<td>3rd, 4th Year Firefighter</td>
<td>$1,564.31</td>
<td>$40,672.06</td>
</tr>
<tr>
<td>5th, 6th, 7th Year Firefighter</td>
<td>$1,661.83</td>
<td>$43,207.58</td>
</tr>
<tr>
<td>8th, 9th, 10th Year Firefighter</td>
<td>$1,708.91</td>
<td>$44,431.66</td>
</tr>
<tr>
<td>Engineer Operator 3rd &amp; 4th Year</td>
<td>$2,004.67</td>
<td>$52,121.42</td>
</tr>
<tr>
<td>Captain, Inspector, Mechanic</td>
<td>$2,056.21</td>
<td>$53,461.46</td>
</tr>
<tr>
<td>Communications Captain 5th thru 9th Year</td>
<td>$53,461.46</td>
<td></td>
</tr>
</tbody>
</table>

Specialty Premium Pay
- Bilingual Pay $69.23 $1,800.00
- Emergency Medical Technician $100.00 $2,600.00
- Paramedic Restricted $115.38 $3,000.00
- Paramedic Unrestricted $276.92 $7,200.00

Mission Statement:
We are committed to be a superior emergency service organization, which continually improves the quality of service delivered to our customers, the Citizens of Houston.

Houston Fire Department Classified Recruiting • 713-495-4266
500 Jefferson • 15th Floor • Houston, Texas 77002 • www.houstonfire.org
### Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFD Organization</td>
</tr>
<tr>
<td>2006 Houston City Officials</td>
</tr>
<tr>
<td>Fire Chief's Command: Why Reorganize?</td>
</tr>
<tr>
<td>Dr. Stephen Pierrel</td>
</tr>
<tr>
<td>Logistics Command</td>
</tr>
<tr>
<td><strong>Spotlight:</strong> The Val Jahnke Training Facility</td>
</tr>
<tr>
<td>Emergency Operations Command</td>
</tr>
<tr>
<td>Planning &amp; Homeland Security Command</td>
</tr>
<tr>
<td><strong>Spotlight:</strong> The Arson Crime Lab</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
</tr>
<tr>
<td>Top 10 Statistics</td>
</tr>
<tr>
<td>Become a Houston Firefighter</td>
</tr>
</tbody>
</table>

### 2006 HFD Annual Review

#### Turn-Out Times

**HFD Goal:** 60 seconds or less

**Top 10 Turn-Out Times:**

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Station</th>
<th>Shift</th>
<th>Seconds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medic</td>
<td>74</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>Ambulance</td>
<td>74</td>
<td>B</td>
<td>33</td>
</tr>
<tr>
<td>Shift Commander</td>
<td>27</td>
<td>C</td>
<td>37</td>
</tr>
<tr>
<td>District Chief</td>
<td>34</td>
<td>A</td>
<td>40</td>
</tr>
<tr>
<td>Ladder</td>
<td>51</td>
<td>B</td>
<td>41</td>
</tr>
<tr>
<td>Ladder</td>
<td>82</td>
<td>D</td>
<td>43</td>
</tr>
<tr>
<td>Foam Truck</td>
<td>22</td>
<td>A</td>
<td>43</td>
</tr>
<tr>
<td>Hazmat Utility</td>
<td>22</td>
<td>D</td>
<td>45</td>
</tr>
<tr>
<td>District Chief</td>
<td>4</td>
<td>C</td>
<td>46</td>
</tr>
<tr>
<td>Ambulance</td>
<td>58</td>
<td>D</td>
<td>46</td>
</tr>
</tbody>
</table>

**Top 10 Ambulances:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>74</td>
<td>B</td>
<td>33</td>
</tr>
<tr>
<td>58</td>
<td>D</td>
<td>46</td>
</tr>
<tr>
<td>558</td>
<td>D</td>
<td>53</td>
</tr>
<tr>
<td>36</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>16</td>
<td>A</td>
<td>57</td>
</tr>
<tr>
<td>13</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>77</td>
<td>D</td>
<td>59</td>
</tr>
<tr>
<td>558</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>25</td>
<td>A</td>
<td>60</td>
</tr>
<tr>
<td>25</td>
<td>C</td>
<td>60</td>
</tr>
</tbody>
</table>

**Top 10 Engines:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>9</td>
<td>D</td>
<td>47</td>
</tr>
<tr>
<td>9</td>
<td>C</td>
<td>48</td>
</tr>
<tr>
<td>7</td>
<td>D</td>
<td>49</td>
</tr>
<tr>
<td>19</td>
<td>B</td>
<td>49</td>
</tr>
<tr>
<td>19</td>
<td>A</td>
<td>52</td>
</tr>
<tr>
<td>40</td>
<td>A</td>
<td>53</td>
</tr>
<tr>
<td>46</td>
<td>A</td>
<td>53</td>
</tr>
<tr>
<td>7</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>9</td>
<td>D</td>
<td>54</td>
</tr>
</tbody>
</table>

**Top 10 Ladders:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>902</td>
<td>B</td>
<td>48</td>
</tr>
<tr>
<td>51</td>
<td>A</td>
<td>51</td>
</tr>
<tr>
<td>7</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>7</td>
<td>D</td>
<td>54</td>
</tr>
<tr>
<td>13</td>
<td>A</td>
<td>54</td>
</tr>
<tr>
<td>46</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>51</td>
<td>B</td>
<td>54</td>
</tr>
<tr>
<td>51</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>31</td>
<td>A</td>
<td>55</td>
</tr>
<tr>
<td>31</td>
<td>B</td>
<td>55</td>
</tr>
</tbody>
</table>

**Top 10 Squads:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>D</td>
<td>47</td>
</tr>
<tr>
<td>9</td>
<td>C</td>
<td>48</td>
</tr>
<tr>
<td>46</td>
<td>C</td>
<td>48</td>
</tr>
<tr>
<td>7</td>
<td>D</td>
<td>49</td>
</tr>
<tr>
<td>19</td>
<td>B</td>
<td>49</td>
</tr>
<tr>
<td>19</td>
<td>A</td>
<td>52</td>
</tr>
<tr>
<td>40</td>
<td>A</td>
<td>53</td>
</tr>
<tr>
<td>46</td>
<td>A</td>
<td>53</td>
</tr>
<tr>
<td>7</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>9</td>
<td>D</td>
<td>54</td>
</tr>
</tbody>
</table>

**Top 10 Medics:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>50</td>
<td>A</td>
<td>54</td>
</tr>
<tr>
<td>55</td>
<td>A</td>
<td>55</td>
</tr>
<tr>
<td>56</td>
<td>B</td>
<td>57</td>
</tr>
<tr>
<td>56</td>
<td>A</td>
<td>58</td>
</tr>
<tr>
<td>56</td>
<td>D</td>
<td>59</td>
</tr>
<tr>
<td>94</td>
<td>C</td>
<td>59</td>
</tr>
<tr>
<td>56</td>
<td>C</td>
<td>61</td>
</tr>
<tr>
<td>70</td>
<td>A</td>
<td>62</td>
</tr>
<tr>
<td>71</td>
<td>B</td>
<td>62</td>
</tr>
</tbody>
</table>

**2006 Average Turn-Out Time All Unit Types**

**77 Seconds**

*HFD's Apparatus ‘Back-In’ data is now available on our website: www.houstonfire.org*
Non-Residential Fires

- Stores/Offices: 167 (34%)
- Other: 161 (33%)
- Public Assembly: 94 (10%)
- School/Colleges: 32 (7%)
- Vacant Structure: 16 (3%)
- Health Care: 15 (3%)

Total Non-Residential Fires: 485

Non-Structure Fires

- Vehicles: 785 (41%)
- Other: 1,814 (41%)
- Brush/Grass/Wildland: 713 (10%)
- Areas Outside Structure: 82

Total Non-Structure Fires: 4,394

Mayor Bill White
Fire Chief Phil Boriskie
Medical Director David Persse M.D.
HFD Staff Psychologist Stephen Pierre Ph.D.
Executive Assistant Chief Daniel Snell: Planning & Homeland Security Command
Executive Assistant Chief Rick Flanagan: Logistics Command
Executive Assistant Chief Hector Trevino: Emergency Operations Command
Deputy Director Neil J. DePascal Jr.: Finance & Administration
### 2006 Houston City Officials

- **Annise Parker**  
  City Controller
- **Peter Brown**  
  AtLargePosition 1
- **Sue Lovell**  
  AtLargePosition 2
- **Shelley Sekula-Gibbs**  
  AtLargePosition 3
- **Ronald Green**  
  AtLargePosition 4
- **Michael Berry**  
  AtLargePosition 5
- **Toni Lawrence**  
  District A
- **Jarvis Johnson**  
  District B
- **Anne Clutterbuck**  
  District C
- **Ada Edwards**  
  District D
- **Addie Wiseman**  
  District E
- **M. J. Kahn**  
  District F
- **Pam Holm**  
  District G
- **Adrian Garcia**  
  District H
- **Carol Alvarado**  
  District I

### 2006 Total Residential Fires

<table>
<thead>
<tr>
<th>District</th>
<th>Single Family</th>
<th>Apartments</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>13,657</td>
<td>46,297</td>
<td></td>
<td>59,954</td>
</tr>
<tr>
<td>B</td>
<td>12,153</td>
<td>53,837</td>
<td></td>
<td>65,990</td>
</tr>
<tr>
<td>C</td>
<td>11,185</td>
<td>29,038</td>
<td></td>
<td>40,223</td>
</tr>
<tr>
<td>D</td>
<td>16,621</td>
<td>74,960</td>
<td></td>
<td>91,581</td>
</tr>
<tr>
<td>E</td>
<td>7,351</td>
<td>19,176</td>
<td></td>
<td>26,527</td>
</tr>
<tr>
<td>F</td>
<td>12,088</td>
<td>45,636</td>
<td></td>
<td>57,724</td>
</tr>
<tr>
<td>G</td>
<td>13,575</td>
<td>31,269</td>
<td></td>
<td>44,844</td>
</tr>
<tr>
<td>H</td>
<td>18,597</td>
<td>85,910</td>
<td></td>
<td>104,507</td>
</tr>
<tr>
<td>I</td>
<td>19,221</td>
<td>70,690</td>
<td></td>
<td>89,911</td>
</tr>
</tbody>
</table>

### Residential Fires

- Single Family: 943
- Apartments: 839
- Other: 36
- Total: 1,818

### Causes of Residential Fires 2006

- Unknown: 52%
- Cooking: 23%
- Cigarettes: 10%
- Electrical: 7%
- Matches/Lighters: 4%
- Laundry Room: 3%
- Candles: 1%
- Space Heaters: 1%
- Other: 2%
**Fire Fatalities**

<table>
<thead>
<tr>
<th>Area of the City</th>
<th>Structure</th>
<th>Fire Fatalities</th>
<th>Race</th>
<th>Time of Year</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>Single Family</td>
<td>17</td>
<td>White</td>
<td>Jul.-Sep.</td>
<td>0-20 yrs.</td>
</tr>
<tr>
<td>Southwest</td>
<td>Multiple Family</td>
<td></td>
<td>Hispanic</td>
<td>Apr.-Jun.</td>
<td>21-40 yrs.</td>
</tr>
</tbody>
</table>

**Time of Year**

- **Jan.-Mar.**: 5
- **Apr.-Jun.**: 5
- **Jul.-Sep.**: 3
- **Oct.-Dec.**: 6

**Time of Day**

- **6am- Noon**: 9
- **Midnight- 6am**: 4
- **6pm- Midnight**: 3
- **Noon- 6pm**: 8

**Smoke Detector**

- **Unknown**: 9
- **Not Working**: 2
- **Working**: 6

**Sex**

- **Male**: 9
- **Female**: 8

**Why Reorganize?**

In March 2006, the Houston Fire Department was reorganized into four principal sections: Operations, Planning, Logistics, and Finance. The reorganization, based on the National Incident Management System (NIMS) model, has created a definite chain of command, a manageable span of control, and unity of command for our Command Staff. The NIMS model placed all HFD personnel under the same command system, and ensures that we all share the same operating standards and speak the same language when we are propelled into action. The organization, into the four principal sections, has been very effective in aligning like functions while at the same time leveraging the individual strengths of our Command Staff. By utilizing a manageable span of control, the 10 members of the Command Staff can effectively and efficiently supervise the operations within the 75 separate division/groups within HFD.

This reorganization, based on the National Incident Management System (NIMS) model, has created a definite chain of command, a manageable span of control, and unity of command for our Command Staff. The concept was to allow HFD to streamline efforts by establishing a direct link between field and support personnel. The NIMS model placed all HFD personnel under the same command system, and ensures that we all share the same operating standards and speak the same language when we are propelled into action.

The safety of our firefighters and the effectiveness of our department depend entirely on the teamwork. Firefighters depend on each other for their very existence, as they routinely enter the most hazardous conditions known to man. Likewise, I feel it is important that the Command Staff have the same functionality and teamwork that is exhibited by our firefighters on the scene every day, so that we are ready to act as one team when the next emergency occurs, whether it be a routine call or a major crisis.
Houston Fire Department Restructured

Executive Assistant Chief Daniel Snell
Planning & Homeland Security Command

Assistant Fire Chief William Barry
Fire Marshal Tyrone Freeman
Assistant Fire Chief Thomas Patterson

Executive Assistant Chief Rick Flanagan
Logistics Command

Assistant Fire Chief Omero Longoria
Assistant Fire Chief Jack Williams

Executive Assistant Chief Hector Trevino
Emergency Operations Command

Assistant Fire Chief Adrian Trevino
Assistant Fire Chief Carl Matejka

2006 Total Responses
EMS - 460,147
Fire - 130,892
Total - 591,039

Average Response Time - 6.39 minutes

Northeast
District 19
Stations 9, 12, 19, 27
Total - 39,107
Total - 37,232
Total - 37,191
Total - 23,753
Total - 18,951

Northeast Total
112,110

Northwest
District 68
Stations 5, 11, 15, 16, 62
Total - 38,822
Total - 36,830

Northwest Total
160,772

Southwest
District 69
Stations 1, 18, 73, 81
Total - 38,851
Total - 37,225

Southwest Total
180,139

Southeast
District 70
Stations 8, 19, 24, 25
Total - 36,014
Total - 34,498

Southeast Total
128,240

Total Responses by Quadrants & Fire Districts

Response: Number of apparatus sent to the scene of an event

Special Units
Report, Arson
Responses EMS FIRE
3,334 6,444
Special Units are dispatched

2006 HFD Annual Review
Dr. Stephen Pierrel is the Houston Fire Department’s psychologist and special advocate. He has worked with us, side-by-side, for over 10 years. He accompanies us when times are tough, through many bad situations and even when our personal lives have taken a fall. His service to our members has gone well beyond his professional duties, and like any dedicated member of our fighting family, he has placed himself in harm’s way to help so many of us in our times of need.

Through all these times, Stephen has had the courage to continue to do what he does best - care. He cares to make sure that those who need help get it. He has the courage to face a grieving family, the courage to walk into a room full of devastated firefighters, the courage to sit face-to-face with someone who has lost all hope. That type of courage is evident to those who have sat across from him as he reassured us of our ability to cope with a difficult situation, together.

His compassion has been coupled with his commitment to all those he helps. We have seen him at all hours of the day and night, often taking time from his other duties and even family. He has been on the scene during our toughest times and in our homes when we needed a friend.

On June 7, 2007, Stephen was honored by the many organizations he devotes time and energy to, including HFD. Many of his co-workers from the Baylor College of Medicine and other organizations including HFD, raised money to purchase a bench that is being engraved with his name and a brief dedication for the work he has done in our community. The bench will be placed at the new Fire Station #8. The bench will be appropriately inscribed as follows:

**In Honor of Dr. Stephen Pierrel, H.F.D. Psychologist**

Serving the Houston Community with Courage, Commitment and Compassion

As Firefighters we respond to the worst moment of an individual’s life, as we serve the emergency needs of this community. Courage, Commitment and Compassion epitomize what we do as an organization routinely. In many ways it defines not what we do, but instead, who we are and what we represent.

I can find no better words to express the Department’s motto than the same words that describe Stephen’s service with us. Therefore, we are adopting as our motto, “Courage, Commitment, and Compassion.” These are not just words to place on our apparatus, but words which Stephen has shown us we can live by — for they embody the special spirit that motivates each of us as members of the Houston Fire Department.

Dr. Stephen Pierrel

Phil Boriskie

Fire Chief
Statistical Unit:
- Data recovery and statistical reporting was centralized by the creation of the HFD Statistical Team. Reports now produced include detailed analyses of fire and EMS activities including number and type of events, level of response, number of units responding, as well as where and when fire and/or EMS events occur.

Communication Management/AirPack Maintenance/Repair:
- Placed 400 new regulators in service. These regulators attach to the firefighter’s face-piece and are equipped with CBRN (chemical, biological, radioactive, nuclear) and LED (light emitting diode) heads up display. The CBRN feature provides the firefighter added safety measures when engaged in hostile environments. It reduces the possibility of breathing in hazardous or contaminated fumes. The heads up display feature provides a visual indicator that alerts the firefighter on the condition of their air supply. The HFD goal is to phase out the non-CBRN/LED masks and regulators, eventually phasing in the newer models equipped with LEDs and CBRN features.
- Aligned and repaired 100% of receiver sites, increasing system sensitivity and integrity.
- Phasing out 35-minute air bottles to meet the new 45-minute and 1-hour standard.

Information Technology:
- Approximately 204 desktops, 25 laptops, and 25 tablets have been ordered and/or replaced and budgeted 200 desktops and 25 laptops for replacement in FY07.
- Ordered licenses for Microsoft Office (550) and Visio for (290) computers. HEC IT has already installed Microsoft 2003 on station computers (267). Will also install remote control software called Remotely Anywhere to assist them with field support.
- Installed a new HFD Intranet Web server that will distribute online forms and all departmental documentation. Created committee to identify forms to be designed and migrated for user access.
- NIP Network infrastructure upgraded to provide more reliability and efficiency.
- Installed 86 new computers at all fire stations.

The year 2006 reaffirmed my belief that the largest room in the world is the room for efficient staff. We welcomed Assistant Chief Omero S. Longoria and Assistant Chief Jack O. Williams.

Chief Longoria, already assigned to the Val Jahnke Training Facility (VJTF), assumed responsibility for all of the VJTF’s Professional Development and Cadet Training, with added responsibility for the Community Outreach/PIO Division.

Chief Williams only changed commands with his duties as on-scene PIO from Emergency Operations to Logistics and further increased his workload to include Fleet Management, Procurement, New Fire Station Design and Construction and Supply/Warehouse Management.

By the end of the 2006, we had realized significant accomplishments throughout the Logistics Command. To mention a few, the addition of a Statistical Analysis Team to centralize data management and analysis; the Incident Command Simulator at the VJTF proved invaluable for field management training; the VJTF Deputy Training Chief created a risk management program to reduce the number of exposures to air and blood-borne pathogens; the Supply/Warehouse made tremendous strides with the firefighter’s voucher program and inventory control, thereby providing outstanding customer service. We reestablished the Information Technology Division by hiring Tracie Watkins as our IT Project Manager; she “hit the ground running” to bring our computer network up to standard. In 2007, CTO Patrick Plummer will assume command of the entire HFD IT Division.

We are committed to our motto, “Team Together, Team Apart: We’re Always A Team.” It exemplifies our daily commitment to working together to provide outstanding services to the men and women of this department as well as the City of Houston community. We will continue to work together for the overall success of the Houston Fire Department.
**Statistics**

**Emergency Fire/EMSCalls Volume**

- **January**: 4,160
- **February**: 4,160
- **March**: 4,160
- **April**: 4,160
- **May**: 4,160
- **June**: 4,160
- **July**: 4,160
- **August**: 4,160
- **September**: 4,160
- **October**: 4,160

**Fire Calls - 2005 Total Calls**

- **50,305**

**EMS Calls - 2005 Total Calls**

- **287,672**

**Fire/EMS 10 Digit Calls - 2005 Total Calls**

- **53,591**

**Total Calls - 2005 Total Calls**

- **391,568**

**2006 Statistics**

**Emergency Fire/EMSCalls Volume**

- **January**: 4,192
- **February**: 4,192
- **March**: 4,192
- **April**: 4,192
- **May**: 4,192
- **June**: 4,192
- **July**: 4,192
- **August**: 4,192
- **September**: 4,192
- **October**: 4,192

**Fire Calls - 2006 Total Calls**

- **47,044**

**EMS Calls - 2006 Total Calls**

- **232,286**

**Fire/EMS 10 Digit Calls - 2006 Total Calls**

- **44,666**

**Total Calls - 2006 Total Calls**

- **260,568**

**Community Outreach**

- **762 Apparatus visits, Station Tours and Parades**
- **167 youths referred to Fire Stoppers Program**
- **Chaplain presented the “What Your Family Should Know” program to HFD members to encourage them to put their personal affairs in order so that in the unfortunate event of a line-of-duty death or serious personal injury, their spouse and other family members will avoid the confusion and worry that often occurs during these very tense times**

**Office of Emergency Communications**

- **Standardized training classes for day and night shift personnel assigned at OEC utilizing a scheduling calendar**
- **Completed an update to the HFD Quality Assurance Guideline for emergency call processing**
- **Created an Interoperability Guideline in conjunction with the Department of Justice and Houston Police allowing for local communications between Houston Emergency Service Providers and Federal Agencies, utilizing the Houston Command (HOU CMD) channel and the Houston Patch (HOU PTCH) channel provided by DOJ**
- **Conducted Post Mortems on 18 major events**
- **Created an Interoperability Guideline in conjunction with the Department of Justice and Houston Police allowing for local communications between Houston Emergency Service Providers and Federal Agencies, utilizing the Houston Command (HOU CMD) channel and the Houston Patch (HOU PTCH) channel provided by DOJ**

**Assistant Fire Chief Omero Longoria**

- **Personal Background:** Happily married for 21 years with a daughter who is eleven years old
- **Professional Background:** Happily married for 21 years with a daughter who is eleven years old
- **Q. What are your goals for this division?**
  - **A.** “Build a state-of-the-art regional fire training facility, oversee the construction and completion of the Strategic Command Simulator Building, initiate and implement a State Certified Driver Training Program (department-wide) and develop and assist in the first HFD video production.”
- **Q. What are your plans when this assignment ends?**
  - **A.** “Return to the field, with a feeling of satisfaction, knowing that I have made a contribution to the department.  My hope is that I leave things a little better than I found them.”

**OEC Call Floor**

- **Photo by Matt Milam**

**2006 HFD Annual Review**

- **32**
June 16, 2006 was anything but a typical day for 33 year old mother-to-be Matilda Ruewacaba. Following one of Houston’s infamous summer thunderstorms, Matilda, her husband and their four children became stranded on one of Houston’s many flooded roadways while en route to the hospital to deliver the baby.

During the height of the storm, the family encountered high water on the Gulf Freeway and had no other choice but to pull into a parking lot on Monroe to find help. Matilda’s contractions were less than 30 seconds apart so help was needed quickly. That help soon arrived in the form of Houston Fire Academy Cadets Chris Havel, Curt Habib, Jordan Dougan, Jeff Lettrick, Adam Flores, Patrick Horston, Ivan Machado, Gary West, Patrick Makula and Steven Perez. These eager cadets did what they could as they waited for an ambulance to reach them through the stalled, heavy traffic. As one cadet tended to the expectant mother in the back seat of the Crown Victoria, the others searched for needed medical equipment. After two hours of labor, Matilda was transported to a real hospital maternity ward where an hour later she gave birth to her 8 pound, 11 ounce daughter Saria.

SpotLight: The Val Jahnke Training Facility

The current 15-acre facility, located near Hobby Airport, includes:

- Burn tower for fire simulations and rescue operation scenarios
- Indoor/outdoor multipurpose training areas
- Nozzle reaction chamber
- Incident Command Simulator
- Five Classrooms
- A large weight and fitness area
- Instructor and cadet locker rooms
- Administration building
- Apparatus building and workshop area

The VJTF has served the Houston area well for the past 30 years, but the time has come for a facelift. A Master Plan for new construction, as well as the redesign and renovation of the existing facility has been developed and adopted, but funding is pending. The $44,000,000 Master Plan, according to District Chief Joseph Gregory, will develop the VJTF into a state-of-the-art regional training facility. When completed, it will be the envy of the nation’s fire departments.

Qualifying to become one of the elite members of the Houston Fire Department is difficult enough, but the actual training is even more rigorous and challenging than many firefighter recruits realize. Every year, men and women from all walks of life attempt to fulfill a lifelong dream of becoming a Houston Firefighter - every year, many fail to succeed. Those who make it to the finish line have done so through many hours of sweat, tears and sometimes blood. On average, 93% of trainees successfully earn the right to be called ‘Rookie’ because they have completed the training and received an assignment to their first fire station.

It all begins at the Val Jahnke Training Facility (VJTF), under the direction of Assistant Fire Chief Omero Longoria. The VJTF teaches firefighting skills such as search and rescue, high-angle rope rescue, emergency medical skills operations, hazardous materials response, strategy and tactics.

The VJTF has served the Houston area well for the past 30 years, but the time has come for a facelift. A Master Plan for new construction, as well as the redesign and renovation of the existing facility has been developed and adopted, but funding is pending. The $44,000,000 Master Plan, according to District Chief Joseph Gregory, will develop the VJTF into a state-of-the-art regional training facility. When completed, it will be the envy of the nation’s fire departments.
The Officer Development Center: The Officer Development Center (ODC), conceived in 2006, will fulfill many training needs for the Houston Fire Department and its neighboring departments. The center will conduct multiple training courses including Chief Officer Development, Company Officer Development, and Mass Casualty Training. These programs will focus around the ODC’s multiple simulation bays but will also utilize the entire building to serve as the hub for all Officer training. The ODC will feature two improved and interactive simulation bays that can be operated independently, or simultaneously to simulate large scale incidents. The ODC will also feature a Mock Command Van which can be utilized in large-scale incident management. Finally the ODC will also include a large classroom to accommodate all types of training and meetings that will certainly benefit the Houston Fire Department and its members. The Officer Development Center, scheduled to open in April 2008, is part of the first phase of making the VJTF a regional training facility.

2006 Accomplishments:
- Burn Building Redesign: Added thermal couplings to give temperature readings inside the structure to protect cadets during training. Pagers were added to the walls to confine heat to a specific area in the room. Also includes digital capability for each coupling on each floor for each section.
- Ventilation Props: Added to new one-story, approximately 1,500 sq ft house that is used to practice ventilation skills and search and rescue techniques. The props are positive pressure fans that determine smoke evacuation.
- In-house Training: Began reassuming our own training versus outside agency training. Financially, this is beneficial because the cost for Fast Track (already certified) training is reduced to $79.00 per member. The cost for an uncertified (new recruit) is reduced to $1,039 per cadet.
- Drill Tower: A $4,000,000 renovation that added a fire protection system, a 30-student air-conditioned classroom, new railings, windows and doors and reconfiguration for high rise training.
- Chief Officer Training: Over 1600 training hours have been logged training Chief Officers and Senior Captains in areas such as strategy and tactics for small and large fires, National Incident Management System theory, and radio and mobile data terminal communications.
- Industrial (refinery type) training: Used by HFD and outside agencies to train for fire extinguishment in an industrial setting common to the Houston Fire Department response area.

2006 Top 10 Responses By Unit Type

<table>
<thead>
<tr>
<th>Ambulance Units</th>
<th>MedicUnits</th>
<th>SquadUnits</th>
</tr>
</thead>
<tbody>
<tr>
<td>A051</td>
<td>A068</td>
<td>A035</td>
</tr>
<tr>
<td>Total</td>
<td>4231</td>
<td>Total</td>
</tr>
</tbody>
</table>

Safety Staff:
- Conducted safety inspections of 40 HFD facilities. In addition, originated the concept of an HFD and City of Houston software information acquisition and retrieval method that integrates historically segregated risk management data, thus enabling the production of more accurate risk management analysis and solutions.
- Created a risk management program to reduce the number of exposures to air and blood-borne pathogens via education, equipment, and enforcement of personal protective equipment during emergency medical incidents.
- Began development of a fitness equipment maintenance program to maintain equipment previously issued to fire stations.

Professional Development:
- Trained 3800 members in NIMS 100, 200, 300, 700, 800.
- Trained 280 Chief Officers and Senior Captains in Chief Officer Development Course emphasizing apartment complex fires.
- Trained 1160 E/Os, Captains, and Senior Captains in the Officer Development Course emphasizing Fire Tactics.

Cadet Training:
- Graduated Trainee Classes (31, 33, 34 FT). 105 probationary firefighters.
- HFD Class Officers took over Fast Track Fire Training from HCCS.
- September 11, began cadet class 37 with 50 cadets.

2006 HFD Annual Review
My goals are to provide efficiency and continuity in contracts, improved customer service in Fleet Operations and the Supply/Quartermaster Divisions. We must seek better inventory control. Firefighter-friendly fire stations and quality apparatus are key to firefighter safety.

**Fleet Operations:**
- Obtained a 500-gallon fuel trailer that is used to deliver fuel to apparatus at fires.
- Purchased a new front-end alignment machine to perform front-end alignments in-house instead of sending units to outside vendors.
- Placed two new Pierce Towers in service at stations 6 and 18; old T-6 was redeployed as T-21, old T-18 was redeployed as T-64.

**Quartermaster:**
- Completed implementing voucher system for uniform items as required by the contract.
- Completed providing shoes to over 1,000 classified members; first shoe issue ever done by HFD.

**Supply/Warehouse:**
- Implemented inventory control changes and cycle counts.
- Converted all inventory to a new material number, implemented automated requisitioning process (MRP), revised requisitioning and receiving practices to utilize on-line capabilities.
- Installed bar coded bin tags in preparation for automating the issue process.
- Set benchmarks for in-stock items to provide increased customer service. "Having what they need, when they need it."

**Design and Construction:**
- Began construction of fire stations 8 and 105.
- Completed construction of new Fire Station 86.
- Purchased property for Station 105 & 35’s expansion.
- Began renovation of Fire Station 60.
- Began Telemetry transfer process to HEC.

**Assistant Fire Chief**

**Logistics Command**
- Fleet Operations
- Building Services
- Procurement
- Materials Management

**Personal History:**
- Married, 3 children
- Hobbies: golf, woodworking, traveling, camping, kids sports
- Member East Houston Masonic Lodge #1299
- Member Scottish Rite of Houston

Q. What are your goals for this division?
A. "My goals are to provide efficiency and continuity in contracts, improved customer service in Fleet Operations and the Supply/Quartermaster Divisions. We must seek better inventory control. Firefighter-friendly fire stations and quality apparatus are key to firefighter safety."

Q. What were you expecting from this assignment? What did you actually find?
A. "I expect to provide the best customer service possible to our customers (firefighters, etc) and to set the standard for other city departments in our method of operation in warehousing and procurement. It is of utmost importance to provide operational friendly fire stations with the latest in technology and maintenance free materials. My current responsibilities require more time and work than previous assignments. The time required to keep up with the needs of the department is next to overwhelming. The migration to SAP and my learning curve for Procurement has been stressful at the very least. The assignment as an Assistant Fire Chief is one that I would recommend highly with serious reservations. It has to be a commitment of love for the fire department. Approval for a job well done by our customers, firefighters, is the sign of success."

Q. How do you want to be remembered?
A. "When I leave this assignment I would like for the fire fighters and civilians of the Houston Fire Department to look on my tenure as a positive impact on their life and relationship with the Houston Fire Department. I would hope that my business and moral goals would stand out in their review of this administration and the time I have spent on staff."

Q. What are your plans after this assignment?
A. "My plans after this assignment consist of more golf, more travel and a slower pace."

"With..."

Jack Williams

Photo by Pete Romfh
Emergency Operations Command

Citizens who are frequent users of HFD EMS were provided with information about available health and social service organizations and resources that might best address their primary care needs; consequently reducing the number of non-emergency EMS requests.

The first phase, from April through December, included a dispatch data analysis. Records from the Houston Emergency Center (HEC) identified frequent callers to 911 from single family residences, shelters, clinics, and apartment complexes. Through current and previous data-matching, addresses with five or more calls for non-emergency assistance within a two-month period were pinpointed.

The southeast Houston area that was studied revealed 18 addresses alone, accounted for 113 requests for service from April to June 2006. The names and addresses of those individuals were then referred to the Houston Department of Health and Human Services (HDHHS) staff. HDHHS case managers contacted the individuals from July to September 2006, completed a needs assessment and provided them with information about transportation and available medical and social services. The case managers and the individuals agreed upon a plan that would support their needs.

By September 2006, EMS responses to the 18 addresses were reduced from 113 to 33, a 70 percent decrease. The overall success of CareHouston was a 68 percent reduction in call volume through December 2006. Because of its success, the project will be implemented citywide by the end of August 2007.

More detailed information on the CareHouston project may obtained from the EMS Division.

Hector Trevino
2006 HFD Annual Review 28
The goals for the Division are: to ensure that our firefighters are safe and not exposed to hazards unnecessarily; to continue to enhance and coordinate fire ground operations; to empower the officers in this Division to make decisions; to overcome the learning curve created by retirement and loss of a wealth of experience and leadership; and to develop the leaders of tomorrow. Through CODC II and III, we are developing Chief Officers and equipping them with the tools necessary to make safe and effective decisions on the fire ground. With Officer Development, we are establishing the base line from which future leaders will be developed. Through the above classes, the organizational culture is being shifted to a dynamic risk assessment whereby we risk a lot to save a lot, but we should risk little to save little.

Emergency Operations:
- District re-assignment for 21 Fire Districts to more equally divide the response load and span of control throughout the city.
- Completed construction of new Fire Station 94 located in Clear Lake. Engine 94 was returned to service and Medic 94 was placed in service.
- Issued Non-Emergency Response Policy to enhance the safety of firefighters and the public by having apparatus respond without lights and sirens once the first unit is on-scene and sizes up the situation.
- District Chief Officer Development Phase II has enhanced the command.
- Officer Development Class Phase II better prepared fire ground officers to make sound and safe decisions on emergency scenes.
- Completed NIMS 100, 200, 700, and 800 requirements.
- Incident Safety Officer Training for District Chiefs and Senior Captains has enhanced safety operations on emergency scenes.
- New process for vacation schedules.
- Expanded Paramedic Rotation Stations.
- Expanded P.O.P Program (Paramedic Officer Program).
- New Tower Ladders at Stations 6 & 18.
- Added Tower Ladders to Stations 21 & 64.
- Implemented 40-Hour Performance Standard Training.
- Hurst Extraction Tool Ladders at Stations 38, 61, 21, 29, 71, and 77.
- Initiated Driver Operator Program (Qualifying members for the Texas Commission on Fire Protection State Examination, DTO’s first).
- Issued Leaves and Absences Guidelines.
- Secured Funding for Katrina Units 3-1-1 (funded thru February of ’07).
- Purchased Carbon Monoxide Detectors for Ladder Trucks.
- Issued personal flotation device and water rescue throw bags.
- Revised Time Sheets for Emergency Operations.
- Cascade 2 and 30 refurbished.
- Issued MS 80 Mask (Bird Flu).

Equipment Acquisition Fund – Capital Equipment:

The Houston Fire Department purchases capital equipment through the Equipment Acquisition Fund (EAF). The EAF acquires the majority of capital equipment for all General Fund departments and selected special revenue funds within the City of Houston (City). Commercial paper is issued by the City to finance the purchase of capital equipment budgeted in the EAF.

The capital acquisition budget for FY 2008 totaling approximately $6.6 million is comprised of rolling stock and non-rolling stock items. Rolling stock consists of five engines, a hazmat truck, ambulance and squad modules and cab chassis, automobiles and a delivery van totaling approximately $4.3 million. Non-rolling stock items included in the FY 08 capital budget total approximately $2.3 million.

The capital acquisition budget for FY 07 was $6.9 million including rolling stock items, of $5.7 million.

Capital Improvement Plan:
The Capital Improvement Plan (CIP) is a plan for physical improvements to public facilities and infrastructure. The plan is a five year capital improvement planning process. This process is a continuous process that includes annual review and revision if necessary resulting from changing priorities within each City department.

The fiscal years 2007 through 2011 Fire Facilities Improvements Program totals $100.8 million. The primary sources of funding include Public Improvement Bonds, and selected grant funding. The improvements program includes new construction, renovation/ rehabilitation, and relocation to expand and maintain a network of fire stations and facilities to be able to quickly and efficiently meet emergency needs.

The highlights of the construction projects funded in the FY 2007-2011 CIP include:
- Construction of six new fire stations Nos. 24, 84, 90, 95, 105 and the far west side of Houston.
- Design and construction for the relocation of station No. 37.
- Improvements at the Fire Training Academy.
- Renovation and major repairs to existing stations.
- Preliminary planning for a Fire Department Headquarters building.

Revenues:
The Houston Fire Department collects revenues for certain services provided to other City of Houston departments, primarily the Houston Airport System, for services provided by the Life Safety Bureau, primarily for certain fire permits, and standby services, and ambulance fees for EMS services. The ambulance fees are billed and collected by an outside third party.

Actual revenues for FY 06 were $47.6 million. Projected revenues for FY 07 are anticipated to be approximately $45.1 million. Revenues for FY 2008 are expected to be approximately $46.5 million.
To provide high quality, expert, prehospital medical care to the citizens and visitors of Houston. To provide quality EMS field staff and equip them with efficient and effective training, equipment and supplies to carry out their day-to-day operations.

**New Programs:**
- **Medical Surge Team:** Acquired monies through federal grant initiatives to begin the process of building a Medical Surge Team. This specialized team will transport and construct temporary shelters for the treatment of EMS patients at the scene of a multi-casualty incident and/or to alleviate the demand placed on local medical facilities during a disaster. While the Houston Fire Department has the responsibility for transporting to and maintaining these “field hospitals” at an incident scene, they are a regional resource that can be utilized within a nine-county area. This project will significantly benefit the medical surge capabilities of the City of Houston, Harris County, and our neighboring counties.
- **Initial EMS Certification Training:** The department moved to an interlocal agreement with the Texas Engineering and Extension Service (TEEX) to provide initial paramedic training for our members. The TEEX program provided the department the flexibility to initiate a combination work/study program where members provided staffing (1/2 FTE) for emergency medical vehicles (BLS units) while attending the didactic portion of the paramedic training course. The program also decreased the total length of the course from 13 months to nine months. This program constituted an approximate 1/2 million dollar savings per class compared to the previous program.
- **Continuous Quality Improvement:** The department maintained its high level of customer satisfaction in both the transported and non-transported patients. Customer satisfaction was measured at 98.45% from transported patients and 99.24% from the non-transported patients.

**Fiscal Year 2008 Budget Categories**
- **Personnel Services:** 93.6%
- **Supplies:** 3.8%
- **Other Equipment & Charges:** 2.6%
improved comfort. The N95 rating is the best our members can be provided without using a complete airtight breathing apparatus. The deployment of these masks included training the members in their use and providing fit testing of the mask for each individual.

• Interosseous Access Devices- In an emergent situation, many patients have no venous access readily available. This lack of vascular access delays the EMS crew’s ability to initiate drug therapy. By initiating the new EZ-IDO device (interosseous) the EMS can rapidly access the vascular system of the patient. Without these devices, many patients would have to go long periods of time before adequate vascular access could be obtained, delaying vital therapy. These devices were purchased and all paramedics were trained in their use, significantly increasing the level of care provided to our patients.

Survival Rates for Cardiac Arrest Patients:
The delivery of emergency medical services is accomplished by developing a system of personnel, equipment and management. No one item can attribute to the overall success and care provided to patients, nor can any single benchmark be used as an indicator for a successful service. However, the combination of accomplishments as outlined, indicates a system that acknowledges and strives to improve its services.

One such benchmark is the survival rates of patients suffering from cardiac arrest episodes. The Houston Fire Department has consistently been recognized as a national leader due to our ability to resuscitate patients who suffer a coronary incident and sudden cardiac death. In 2006, 1,482 adult patients were treated by HFD for sudden cardiac death. Of those patients, 45.68% had the return of spontaneous circulation (i.e. restoration of patient’s pulse) and 32.52% survived to be admitted to the hospital. 66.80% of these patients survived for at least 24 hours past admission. That is an overall survival rate of 21.73% up to the first 24 hours past admission.

This benchmark, although sometimes misinterpreted or overstated, along with the other indicators mentioned in this summary, are a good indication that the system of Emergency Medical Services provided by the Houston Fire Department is a strong and growing system, one which can be looked towards as a national leader in the delivery of prehospital care.

New Equipment:

• Stretcher Replacement Pilot Program- In an attempt to decrease on-the-job injuries suffered due to lifting patients, the department has replaced 20 stretchers with new ones, easing the complications and risk of failure due to excessive wear on its current equipment. Even with constant monitoring and minor repairs, the life span of a stretcher is relatively short due to the heavy and emergent type use it encounters.

A minor issue with the device could easily lead to a catastrophic failure, leading to an injury to the patient and the crew. A pilot program for hydraulic powered light stretchers was also initiated to reduce the number of members suffering lifting injuries. The two stretchers that were purchased will be evaluated for ease of use and durability in this demanding environment. If favorable, additional stretchers will be purchased.

• N95 Masks- All previous N95 masks were replaced with OSHA approved, individually wrapped N95 masks for the protection from airborne contaminants, prevent cross-contamination, and improved comfort. The N95 rating is the best our members can be provided without using a complete airtight breathing apparatus. The deployment of these masks included training the members in their use and providing fit testing of the mask for each individual.

Finance & Administration

The Finance and Administration Command is comprised of the General Accounting, Budget, Financial Analysis, Fixed Assets, Compliance, Payroll, and the Permits Office (Revenue and Cash Accounting). The command provides support services to the operational commands within the Houston Fire Department. There are 26 civilian personnel currently assigned to this command.

SAP Implementation:

During FY07, the Houston Fire Department participated in the City of Houston SAP implementation. The project was divided into two phases: Phase I included the implementation of SAP modules related to the Finance and General Accounting and Materials Management aspects of City business. Phase II included the implementation of SAP modules related to Human Resources and Payroll. Phase I of the project was effective July 1, 2006. The Houston Fire Department commenced using the new ERP system in the areas of fund accounting, accounts payable, budgeting, banking and cash management, grants, procurement and purchasing, and inventory/warehouse management. Phase II of the project, included Human Resources and Payroll.

The Houston Fire Department commenced using these modules effective March 24, 2007, the beginning of the City’s payroll period eight. The first paychecks were delivered to approximately 4,200 Houston Fire Department employees on April 13, 2007.

Fiscal Year 2008 Goals:
The FY 08 goals of the Finance and Administration Command are as follows:

• To enhance daily SAP processes and procedures to improve cost effectiveness and productivity.
• To ensure funding for operations and acquisition of capital assets fulfill the needs of the department’s personnel and the customer served.
• To implement best business practices to increase organizational effectiveness, accountability and communications.
• To ensure proper communication with all employees regarding all payroll matters.
• To improve the awareness and understanding of department operations among Finance and Administration employees.

• Staffing MS92 as a Paramedic Unit- The Medical Safety (MS) unit stationed at Houston Intercontinental Airport (Aircraft Rescue Fire Fighting Station 92) was upgraded to an advanced life support unit (ALS) and staffed with a paramedic. This level maintains the staffing of one paramedic and one EMT at all times and provides IAH with dedicated paramedic personnel, able to access remote and secured areas in a much more expedient manner. As this EMS crew is dedicated to the airport facility, it is available for critical emergencies more often and delays, which were routinely encountered by offfacility units such as access through security and on-field emergencies, have been significantly decreased.

Emergency Equipment:

• Interosseous Vascular Access Devices- In an emergent situation, many patients have no venous access readily available. This lack of vascular access delays the EMS crew’s ability to initiate drug therapy. By initiating the new EZ-IDO device (interosseous) the EMS can rapidly access the vascular system of the patient. Without these devices, many patients would have to go long periods of time before adequate vascular access could be obtained, delaying vital therapy. These devices were purchased and all paramedics were trained in their use, significantly increasing the level of care provided to our patients.
Executive Assistant Chief- 
Daniel Snell

Planning & Homeland Security Command

Hazardous Materials Response Team - HMRT:

Working An Arson Scene:
The Arson Crime Lab team is called out to all three-alarm fires, fatality fires, injured firefighter fires, and fires considered to be a high dollar loss.

- Upon Arrival -
  If there is extreme structural damage, the team coordinates with the HFD Incident Commander and Safety Officer to determine if there are any safety concerns.

- Upon Entry -
  The scene is documented, via photographs and video as quickly as possible to assure the integrity and security of the scene.

- Examinations -
  Conducted at the scene and also documented.

- The Scene -
  Worked from least to most damage, searching for the area of origin.

- Fire Debris Samples -
  Collected as evidence and then taken to the lab for processing and submission to the State lab for analysis.

HFD firefighters began undergoing special classroom and hands-on training with the special task force trailers on August 8, 2006, and will continue training through mid-September. Continuing education will take place for all firefighters.

According to Executive Assistant Fire Chief Daniel Snell, the Decontamination Task Force is one of several projects supported by the Urban Area Security Initiative Grant (UASI). During the past two years, the fire department has received approximately $3.5 million in USAI Grants, with about $500,000 funding this program. Other projects funded under the UASI program included the purchase of equipment, supplies, and training required to respond to biological, radiological, and chemical events as well as large structural collapse incidents. Additional HFD projects related to homeland security are currently in the process of being funded by the UASI program.

HMRT Accomplishments for 2006:

- Coordinated the training of over 500 HFD members at the Center for Domestic Preparedness
- Completed a joint Hazardous Materials Technician course with Harris County. 15 HFD members completed the class
- Completed Decontamination Task Force training for all HFD Districts

Accomplishments for 2006:

- Coordinated the training of over 500 HFD members at the Center for Domestic Preparedness
- Completed a joint Hazardous Materials Technician course with Harris County. 15 HFD members completed the class
- Completed Decontamination Task Force training for all HFD Districts

"Plans fail for lack of counsel, but with many advisers they succeed." - Provost 15:22 NV
Arson Prevention:

- Creation of Educational and Residential Inspection Teams
  - The purpose of the specialized teams is to insure standardized, uniform and quality inspections that enforce general fire code enforcement regulations, along with regulations that are specific to those types of occupancies.
  - The Educational Inspection Team consists of one Chief Inspector, one Senior Inspector and nine Fire Inspectors. Members of this team are responsible for code enforcement and conducting fire and life safety inspections in all public, private and charter schools with six or more persons, through grade 12, and in day care's with five or more children older than two and a half years old.
  - The Residential Inspection Team consists of one Chief Inspector, one Senior Inspector and 10 Fire Inspectors. Members of this team are responsible for code enforcement and conducting fire and life safety inspections throughout the City of Houston, in all apartment complexes with more than two dwelling units and where the occupants are primarily permanent in nature.
  - LP-Gas Mobile Food Vendors
    - A request from the Houston City Council to regulate liquefied petroleum gas (LP-Gas) used by mobile food vendors, the Fire Marshal’s Office was successful in creating an amendment to the Fire Code that allows the regulation of the storage and use of LP-Gas used by these vendors.

Personal Background:

- University of Houston - School of Business
- M/S Accountancy Program, 1993
- Texas Southern University - Bachelor of Business Administration Degree (1983)
- Advanced Peace Officer Certification, Certified Fire and Explosion Investigator, Certified Intermediate Instructor (TCLEOG), Houston Fire Department Unit Mentorous Medal for Investigation. Appointed as the first Black Fire Marshal of the Houston Fire Department

Q. What are your goals for this division?

A. “Raise the quality of investigations by implementing more comprehensive training programs, increase clearance rate of arson vehicle fires through the implementation of a dedicated vehicle investigative unit and set up an arson case management system, implement specialized inspection units for apartments, educational facilities, and other occupancies so that inspection processes are standardized and homogenized. Upgrade Integrated Land Management System to meet the needs of field inspectors to attain maximum efficiency. Put in place a Professional Development Program for Chief Inspectors and Senior Inspectors to enrich and improve management and supervisory skills. Reduce loss of life and property damage as a result of fire through public education and code enforcement.”

Q. What were you expecting from this assignment? What did you actually find?

A. “I was expecting a great challenge and learning experience from this assignment. I have found it to be every bit a challenge as I expected, that presented opportunities for positive accomplishments and progress.”

Q. How do you want to be remembered?

A. “I want to be remembered as a person who displayed professional character while managing the Fire Marshal’s Office and also one who provided a platform for professional development for all personnel under my command. As a person who treated all personnel equally and fairly in a respectful manner.”

Q. What are your plans after this assignment ends?

A. “My plan after this assignment is to continue to be of service to people through ministerial work.”

Life Safety Bureau

- Office of Professional Development
  - The new Office of Professional Development, provides adequate and job-related training and quality assurance of inspections.

A training plan was developed to ensure that all classified personnel meet the minimum requirements for the duties they perform as well as management classes for supervisors.

In addition, a quality control program was developed to insure quality and consistency among all inspection teams by verifying the accuracy and completeness of all inspection reporting data.

Forensic Photography:

- Forensic Photographer Matt Milam logs many hours on various scenes and HFD events.
- At almost any time, he will be called on to perform crime scene forensic photography and video for origin investigations, fire deaths and homicides.
- Matt also manages the Arson Photo Lab. He is responsible for all film evidence and print production. He makes enhancements, specialty photos and designs and prints courtroom graphics for use in trials.
- Matt performs digital enhancements of photos and videos; using specialized software for each.
- Investigators may also call on Matt to create photo arrays of arson suspects to be used by witnesses in the apprehension of suspects. Matt believes that some of the most significant scenes that he has attended involved solving arson cases that have resulted in the deaths of Houston firefighters.
- He is very interested in a trip to Dallas on Easter morning to document a hotel room that had been occupied by a suspect in a fire involving a Houston firefighter fatality.
- Evidence was documented and collected that was pivotal in the prosecution of the suspect. He and all of his accomplices were convicted and sentenced.

Matt Milam is one of the best.
The HFD Arson Division

has one of the finest crime labs available. Unlike the glass-walled, futuristic lab on the television show, C.S.I., the HFD Arson Lab is a very functional and sedate area where several investigators and a forensic photographer process the evidence gathered from suspected arson fires. Prior to 2001, equipment in the Arson Division Photo Lab was outdated and many parts could no longer be obtained. The photo lab has since been outfitted with state-of-the-art digital printing and processing capabilities to replace the outdated, wet chemistry darkroom. The photo lab is now capable of printing photos and courtroom graphics up to 44” wide, from any type of film or digital media. The photo lab is also equipped with non-linear video editing capabilities for forensic video analysis.

Arson Crime Lab Staff:
The Arson Crime Lab staff includes Senior Investigator Thomas “Buddy” Wood, Sr. Investigator Alfredo Martinez, Investigator Greg Chapa and his Accelerant K-9 “Oliver” and Forensic Photographer Matthew Milam.

Sr. Investigator Wood is the lead latent print examiner and is often requested for his assistance by outside agencies because of his knowledge. Wood is also one of the Arson Division’s Polygraph Examiners who assists investigators in follow-up investigations. Polygraph examinations have proven to be an effective tool in obtaining confessions. Sr. Investigator Martinez is the second latent print examiner and is responsible for the day-to-day operations of the Arson Crime Lab. Martinez logs and stores all types of evidence and answers any requests made by investigators.

Sr. Investigator Martinez recalls an investigation where the defendant was convicted on circumstantial evidence alone. The defendant gave investigators consent to conduct a search of his vehicle. The suspect, who had several prior convictions, was convicted for arson and received a 30-year prison sentence.

Arson Crime Lab Includes:

- **Latent print development** – HFD Arson has two fingerprint examiners who compare latent (not visible to the naked eye) prints to known patent (visible to the naked eye) prints to produce a positive identification. This evidence turns out to be very convincing to a jury during a trial.
- **Evidence processing and storage** – Physical evidence such as fire debris samples, soil samples, and ignitable liquids are collected at the scene and submitted to the State Arson Lab for analysis. Other items of evidentiary value are also collected, such as gas cans, fighters and especially surveillance videos from the surrounding area and are stored at the Arson Crime Lab. As of 2003, all arson related evidence must be stored for 10 years, unless a fatality is involved, in which case the evidence is stored indefinitely.

**Photo lab** – All pictures, including latent prints, fire evidence, accident scenes, graduations, promotion ceremonies, public relations and awards events are processed in-house.

**Canine area** – reserved for Oliver, the Accelerant Detection Canine, to rest and relax between assignments.

**Staff Services**

- **2006 Accomplishments**
  - Improved the HFD Speed Hump Approval Process
  - Revised the complaint investigation process to allow Staff Services personnel to investigate rather than submit certain complaints to the District Chiefs
  - Worked with HR to develop a draft procedure detailing the Positive Employee Performance Program for non-classified personnel
  - Developed a plan to work with the Black Firefighters’ organization and the Hispanic Caucus to present an annual Recruiting Open House
  - Assisted the Recruiting Division to place 130 new cadets at the Val Jahnke Training Academy

**2006 Service Statistics**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed Complaint Cases</td>
<td>554</td>
</tr>
<tr>
<td>Foreign Language Proficiency Tests</td>
<td>82</td>
</tr>
<tr>
<td>Speed Hump Requests</td>
<td>232</td>
</tr>
<tr>
<td>Accident Hearings Held</td>
<td>69</td>
</tr>
<tr>
<td>Grievance - Step One</td>
<td>125</td>
</tr>
<tr>
<td>Grievance - Step Two</td>
<td>23</td>
</tr>
</tbody>
</table>

**Staff Services**

**Q.** What are your goals for this division?

**A.** To improve personal accountability for members’ actions and improve workplace diversity through the recruiting initiative.

**Q.** What were you expecting from this assignment? What did you actually achieve?

**A.** My expectation was that the assignment would allow me to achieve positive change within HFD. The realization is that I have achieved positive change within the department, however, I have not achieved as much as I would have liked because of the time required to effect change in a department this size.

**Q.** How do you want to be remembered?

**A.** "I want to be remembered as an officer who utilized the discipline process as a membership opportunity rather than simply an occasion occasion to focus on the negative aspects of discipline."

**Q.** What are your plans when this assignment ends?

**A.** "At the end of this assignment I plan to retire."

**Spotlight: HFD Arson Crime Lab**

**Sr. Investigator Alfredo Martinez**
To integrate the 16 Firefighter Life Safety Initiatives contained within the National Fallen Firefighter Foundation’s “Everyone Goes Home” program into the everyday operations of the Houston Fire Department.

The goal of the “Everyone Goes Home” program is to reduce firefighter line-of-duty deaths (LODDs) by 50% over the next ten years through leadership example, policy development, and training.

Human Resources:
- HFD Human Resources (HR) Risk Management Section worked to make major changes to the City of Houston’s Workability Guidelines. The Workability Guidelines are intended to provide a comprehensive approach to the coordination of all city programs, benefits, and all efforts that affect injured workers.
- Phase II of the SAP HR/Payroll implementation was extended into the first quarter of calendar year 2007, while HR worked during 2006 to cleanse data, participate in and conduct SAP training exercises and assist HFD Payroll in preparation for SAP HR/Payroll “Go-live.”
- Researched and developed alternative personnel work schedules. New work schedules were reviewed and approved by the fire chief.
- All departments, including HFD, can now use the city’s new NEOGOV software to screen applications and resumes online and then send to supervisors to make selections and conduct interviews.
- The Human Resources Section participated in many of the mayor’s statewide recruiting and liaison campaigns at colleges and universities to promote classified and non-classified career opportunities within HFD.

Assistant Fire Chief William F. Barry

Planning/Homeland Security Command
Planning and Research
Joint Labor Management
Local 341 Liaison
Legislative/City Hall Liaison
Labor Contract
Pension Liaison
Special Operations
Human Resources

Personal Background:
- B.S. Political Science, U of H (Magna Cum Laude) 2000
- Assoc. General Science, MCC, (Women) 2000
- Certifications:
  - TX Health Dept.: EMT, 1984;
  - TX. Commission on Fire Protection: Intermediate Level Instructor; Master Structural Firefighter.
  - Committees & Advisory boards:
    - TX A&M Urban Search & Rescue (USAR) Advisory Board; HFD DC PAC Chair; High-Rise Team; Joint Labor Management (Local 341)
    - Chair: Bossfire’s Transition Team; CCH Collective Bargaining Agreement Negotiating Team; CCH ERP-SAP Steering Committee.

Family - Enjoy spending time with my wife Linda, and four children; James 12, John 10, Kathryn (Kate) 5, and Elizabeth (Liz) 3. Spring and Fall Pony Baseball coach for James and John on alternating seasons; year-round tea-party guest of Kate and Liz.

Q. What are your goals for this division?
A. “To integrate the 16 Firefighter Life Safety Initiatives contained within the National Fallen Firefighter Foundation’s “Everyone Goes Home” program into the everyday operations of the Houston Fire Department. The goal of the “Everyone Goes Home” program is to reduce firefighter line-of-duty deaths (LODDs) by 50% over the next ten years through leadership example, policy development, and training.”

Q. What were you expecting from this assignment? What did you actually find?
A. “As a member of the Command Staff you hope to develop policies that increase the effectiveness of the organization and the safety of its members. After six months on the job, I can say that I am proud to be associated with this team of professionals who are dedicated to making the Houston Fire Department one of the leading disaster-response agencies in the world.”

Q. How do you want to be remembered?
A. “I hope to be remembered as a firefighter who did the best job he could no matter what the assignment.”

Q. What are your plans after this assignment ends?
A. “I will serve in any capacity the Fire Chief deems appropriate. My plans are to remain involved in the policy-making arena.”

2006 Staff

Houston Fire Department Staffing:

Classified - 3,760
Male - 3,657
Female - 103

Non-Classified - 285
Male - 148
Female - 137

Total Staff - 4,045

Q. What are your plans after this assignment ends?
A. “I will serve in any capacity the Fire Chief deems appropriate. My plans are to remain involved in the policy-making arena.”
To integrate the 16 Firefighter Life Safety Initiatives contained within the National Fallen Firefighter Foundation’s “Everyone Goes Home” program into the everyday operations of the Houston Fire Department. The goal of the “Everyone Goes Home” program is to reduce firefighter line-of-duty deaths (LODD’s) by 50% over the next ten years through leadership example, policy development, and training.

**Human Resources:**

- HFD Human Resources (HR) Risk Management Section worked to make major changes to the City of Houston’s Workability Guidelines. The Workability Guidelines are intended to provide a comprehensive approach to the coordination of all city programs, benefits and all efforts that affect injured workers.
- Phase II of the SAP HR/Payroll implementation was extended into the first quarter of calendar year 2007, while HR worked during 2006 to cleanse data, participate in and conduct SAP training exercises and assist HFD Payroll in preparation for SAP HR/Payroll “Go-live.”
- Re-searched and developed alternative personnel work schedules. New work schedules were reviewed and approved by the fire chief.
- All departments, including HFD, can now use the city’s new NEOGOV software to screen applications and resumes online and then send to supervisors to make selections and conduct interviews.
- HFD Human Resources participated in many of the mayor’s statewide recruiting and liaison campaigns at colleges and universities to promote classified and non-classified career opportunities within HFD.

Assistant Fire Chief Planning/Homeland Security Command Planning and Research Joint Labor Management Local 341 Liaison Legislative/City Hall Liaison Labor Contract Pension Liaison Special Operations Human Resources

Personal Background:

- B.S. Political Science, U of H (Magna Cum Laude) 2000
- Assoc. General Science, MCC, (Women) 2000
- TX. Commission on Fire Protection: Intermediate Level Instructor; Master Structural Firefighter.
- Committees & Advisory boards:
  - TX. A&M Urban Search & Rescue (USAR) Advisory Board; HFD DC TAC Chair; High Rise Triad; Local 341 Collective Bargaining Committee, Chair; Chief Boriskie’s Transition Team, Chair; COH Collective Bargaining Agreement Negotiating Team; COH ERP-SAP Steering Committee.

Q. What are your goals for this division?

A. “To integrate the 16 Firefighter Life Safety Initiatives contained within the National Fallen Firefighter Foundation’s “Everyone Goes Home” program into the everyday operations of the Houston Fire Department. The goal of the “Everyone Goes Home” program is to reduce firefighter line-of-duty deaths (LODD’s) by 50% over the next ten years through leadership example, policy development, and training.”

Q. What were you expecting from this assignment? What did you actually find?

A. “As a member of the Command Staff I hope to develop policies that increase the effectiveness of the organization and the safety of its members. After six months on the job, I can say that I am proud to be associated with this team of professionals who are dedicated to making the Houston Fire Department one of the leading disaster-response agencies in the world. ”

Q. How do you want to be remembered?

A. “I hope to be remembered as a firefighter who did the best job he could no matter what the assignment.”

Q. What are your plans after this assignment ends?

A. “I will serve in any capacity the Fire Chief deems appropriate. My plans are to remain involved in the policy-making arena.”

**2006 Staff**

**Overall**

- **Classified- 3,760**
  - Male- 3,657
  - Female- 103
- **Non-Classified- 285**
  - Male- 148
  - Female- 137
- **Total Staff- 4,045**

**Classified**

- **Male- 3,700**
  - White 63.85%
  - Black 17.34%
  - Hispanic 18.96%
  - Asian 0.59%
  - Pac./Is. 0.36%
  - Female- 60
    - White 3.83%
    - Black 2.33%
    - Hispanic 0.42%
    - Asian 0.78%
    - Pac./Is. 0.16%

**Non-Classified**

- **Male- 300**
  - White 52%
  - Black 38%
  - Hispanic 30%
  - Asian/Pac. Is. 1%
  - Other 5%
  - Female- 68
    - White 50%
    - Black 30%
    - Hispanic 30%
    - Asian/Pac. Is. 1%
    - Other 5%
The HFD Arson Division

has one of the finest crime labs available. Unlike the glass-walled, futuristic lab on the television show, C.S.I., the HFD Arson Lab is a very functional and sedate area where several investigators and a forensic photographer process the evidence gathered from suspected arson fires.

Prior to 2001, equipment in the Arson Division Photo Lab was outdated and many parts could no longer be obtained. The photo lab has since been outfitted with state-of-the-art digital printing and processing capabilities to replace the outdated, wet chemistry darkroom. The photo lab is now capable of printing photos and courtroom graphics up to 44” wide, from any type of film or digital media. The photo lab is also equipped with non-linear video editing capabilities for forensic video analysis.

ArsonCrimeLabIncludes:

• Latent print development – HFD Arson has two fingerprint examiners who compare latent (not visible to the naked eye) prints to known patent (visible to the naked eye) prints to produce a positive identification. This evidence turns out to be very convincing to a jury during a trial.
• Evidence processing and storage – Physical evidence such as fire debris samples, soil samples, and ignitable liquids are collected at the scene and submitted to the State Arson Lab for analysis. Other items of evidentiary value are also collected, such as gas cans, lighters and especially surveillance videos from the surrounding area and are stored at the Arson Crime Lab. As of 2003, all arson related evidence must be stored for 10 years, unless a fatality is involved, in which case the evidence is stored indefinitely.
• Photo lab – All pictures, including latent prints, fire evidence, accident scenes, graduations, promotion ceremonies, public relations and awards events are processed in-house.
• Canine area – reserved for Oliver, the Accelerant Detection Canine, to rest and relax between assignments

ArsonCrimeLabStaff:
The Arson Crime Lab staff includes Senior Investigator Thomas “Buddy” Wood, Sr. Investigator Alfredo Martinez, Investigator Greg Chapa and his Accelerant K-9 “Oliver” and Forensic Photographer Matthew Milam.

Sr. Investigator Wood is the lead latent print examiner and is often requested for his assistance by outside agencies because of his knowledge. Wood is also one of the Arson Division’s Polygraph Examiners who assists investigators in follow-up investigations. Polygraph examinations have proven to be an effective tool in obtaining confessions. Sr. Investigator Martinez is the second latent print examiner and is responsible for the day-to-day operations of the Arson Crime Lab. Martinez logs and stores all types of evidence and answers any requests made by investigators. Sr. Investigator Martinez recalls an investigation where the defendant was convicted on circumstantial evidence alone. The defendant gave investigators consent to conduct a search of his vehicle that produced a spare tire, a jack, and a radio, all belonging to the burned vehicle. The suspect, who had several prior convictions, was convicted for arson and received a 30-year prison sentence.

2006 Accomplishments

• Improved the HFD Speed Hump Approval Process
• Revised the complaint investigation process to allow Staff Services personnel to investigate rather than submit certain complaints to the District Chiefs
• Worked with HR to develop a draft procedure detailing the Positive Employee Performance Program for non-classified personnel
• Developed a plan to work with the Black Firefighters’ organization and the Hispanic Caucus to present an annual Recruiting Open House
• Assisted the Recruiting Division to place 130 new cadets at the Val Jahnke Training Academy

2006 Service Statistics:

<table>
<thead>
<tr>
<th>TOTALS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed Complaint Cases</td>
<td>554</td>
</tr>
<tr>
<td>Foreign Language Proficiency Tests</td>
<td>82</td>
</tr>
<tr>
<td>Speed Hump Requests</td>
<td>232</td>
</tr>
<tr>
<td>Accident Hearings Held</td>
<td>69</td>
</tr>
<tr>
<td>Grievance - Step One</td>
<td>185</td>
</tr>
<tr>
<td>Grievance - Step Two</td>
<td>23</td>
</tr>
</tbody>
</table>

2006 Staff Services:

• Staff Services Division
• Recruiting Division
• Discipline
• Grievance
• Language Assessment
• Alternative Dispute Resolution
• Accident Review

Personal Background:
Outstanding Community Service Award by the Sigma Gamma Rho Society, Honoree for Outstanding contributions to the City of Houston by State Representative Senfronia Thompson, Congressional Recognition for Outstanding Community Service from Congresswoman Sheila Jackson Lee, Outstanding Houston Community Service Honoree as a Firefighter by State Representative Sylvester Turner, Outstanding Community Service Honoree by State Representative Garnet F. Coleman

Assistant Fire Chief Planning and Homeland Security Command

Security Command Staff Services Division

Discipline

GJ Lashon

Grievance

Language Assessment

Alternative Dispute Resolution

Accident Review

Recruiting

What are your goals for this division?
A. Improve personal accountability for member’s actions and improve workforce diversity through the recruiting initiative.

What were you expecting from this assignment? What did you actually find it to be?
A. My expectation was that the assignment would allow me to achieve positive change within HFD. The realization is that I have achieved positive change within the department, however, I have not achieved as much as I would have liked because of the time required to effect change in a department this size.

How do you want to be remembered?
A. I want to be remembered as an Officer who utilized the disciplinary process as a mentorship opportunity rather than simply an occasion to focus on the negative aspects of discipline.

What are your goals for this division?
A. I want to be remembered as an Officer who utilized the disciplinary process as a mentorship opportunity rather than simply an occasion to focus on the negative aspects of discipline.

What were you expecting from this assignment? What did you actually find it to be?
A. I want to be remembered as an Officer who utilized the disciplinary process as a mentorship opportunity rather than simply an occasion to focus on the negative aspects of discipline.

What are your plans when this assignment ends?
A. At the end of this assignment I plan to retire.
Fire Prevention:
- Creation of Educational and Residential Inspection Teams
  - The purpose of the specialized teams is to insure standardized, uniform, and quality inspections that enforce general fire code enforcement regulations, along with regulations that are specific to those types of occupancies.
  - The Educational Inspection Team consists of one Chief Inspector, one Senior Inspector and nine Fire Inspectors. Members of this team are responsible for code enforcement and conducting fire and life safety inspections in all public, private and charter schools with six or more persons, through grade 12, and in day care's with five or more children older than two and a half years old.
  - The Residential Inspection Team consists of one Chief Inspector, one Senior Inspector and 10 Fire Inspectors. Members of this team are responsible for code enforcement and conducting fire and life safety inspections throughout the City of Houston, in all apartment complexes with more than two dwelling units and where the occupants are primarily permanent in nature.
- LP-Gas Mobile Food Vendors- Responding to a request from the Houston City Council to regulate liquefied petroleum gas (LP-Gas) used by mobile food vendors, the Fire Marshal's Office was successful in creating an amendment to the Fire Code that allows the regulation of the storage and use of LP-Gas used by these vendors.
  - All mobile food vendors operating inside the Houston city limits are required to apply for and obtain a Fire Prevention Permit from the Fire Marshal's Office. The Special Operations Inspection Team is responsible for the code enforcement fire safety of the estimated 1,500 to 2,000 units operating inside the city.
  - A training plan was developed to ensure that all classified personnel meet the minimum requirements for the duties they perform as well as management classes for supervisors.
  - In addition, a quality control program was developed to ensure quality and consistency among all inspection teams by verifying the accuracy and completeness of all inspection reporting data.

Fire Marshal:
- Planning/Homeland Security Command
  - Fire Prevention/Arson Division
  - Life Safety Bureau
  - Personal Background:
    - University of Houston
    - School of Business
    - M.S. Accounting Program, 1983
    - Texas Southern University - Bachelor of Business Administration Degree (1983)
    - Advanced Peace Officer Certification, Certified Fire and Explosion Investigator, Certified Intermediate Instructor (TCLEOSE), Houston Fire Department Unit Meritorious Medal for Investigation. Appointed as the first Black Fire Marshal of the Houston Fire Department
  - Q. What are your goals for this division?
    - A. “Raise the quality of investigations by implementing more comprehensive training programs, increase clearance rate of arson vehicle fires through the implementation of a dedicated vehicle investigative unit and set up an arson case management system, implement specialized inspection units for apartments, educational facilities, and other occupancies so that inspection processes are standardized and homogeneous. Upgrade Integrated Land Management System to meet the needs of field inspectors to attain maximum efficiency. Put in place a Professional Development Program for Chief Inspectors and Senior Inspectors to enrich and improve management and supervisory skills. Reduce loss of life and property damage as a result of fire through public education and code enforcement.”
  - Q. What were you expecting from this assignment? What did you actually find?
    - A. “I was expecting a great challenge and learning experience from this assignment. I have found it to be every bit a challenge as expected, that presented opportunities for positive accomplishments and progress.”
  - Q. How do you want to be remembered?
    - A. “I want to be remembered as a person who displayed professional character while managing the Fire Marshal’s Office and also one who provided a platform for professional development for all personnel under my command. As a person who treated all personnel equally and fairly in a respectful manner.”
  - Q. What are your plans after this assignment ends?
    - A. “My plan after this assignment is to continue to be of service to people through ministerial work.”

Arson Lab Statistics:
- 2006 ArsonLab Statistics
  - 1,546 Cases of “Suspicious Fire” Solved 2006
  - 427 Incendiary Fire-72%
  - 1,119 Fires Ruled as Arson-2006
  - 928 Fire Setters Apprehended-2006
  - 38 Juvenile(10-17yrs.)-20%
  - 66 Child(2-10yrs.)-35%
  - 87 Adult(18yrs+)-45%

Arson Canine Team:
- Investigator Greg Chapa and Oliver
  - make up the Arson Division’s Canine Team. Oliver is an 8 ½. B. Labrador retriever, born on 03/07/04 that has been trained to detect a number of different types of flammable liquids. Chapa and Oliver were trained in Front Royal, Virginia, at the ATF Canine Training Center; they have been in service since March 2006, responding primarily to fires within the City of Houston, but also assist surrounding cities and counties, if requested.
  - Chapa and Oliver are assigned to ATF’s Western National Response Team. The Bureau of Alcohol, Tobacco, Firearms and Explosives value these canines, including all training at $50,000. Currently there are approximately 70 ATF-certified Accelerant Detection Canines across the country. Oliver came from Guiding Eyes of New York, and trained for a total of 12 weeks; six weeks alone and six more weeks with his handler. He is trained by a food reward system. He is a “passive alert canine” versus an “aggressive alert canine;” he sits when he alerts, rather than scratching and disrupting the scene. Oliver alerts to different flammable liquids in three groups of distillates; light, medium and heavy. After detection, evidence is taken to a crime lab for analysis and confirmation.
  - Some of the benefits of using a Flammable Liquid Detection K-9 are:
    - Detection of small amounts of flammables
    - Reduced time finding the flammables at the fire scene
    - Reduced time digging through the fire debris
    - Reduced amount of fire debris to be analyzed by the Crime Lab
    - Detection of flammables on possible suspects
  - Oliver lives with his handler 24/7, and should have eight to nine working years, depending on his health status. He and his handler must be certified annually by ATF’s Chemists. They have successfully certified twice, scoring at 100% each time.

Forensic Photography:
- Forensic Photographer Matt Milam logs many hours on various scenes and HFD events. At almost any time, he will be called on to perform crime scene forensic photography and video for origin investigations, fire deaths and homicides. Matt also manages the Arson Photo Lab. He is responsible for all film evidence and print production. He makes enlarge-ments, specialty photos and designs and prints courtroom graphics for use in trials. Matt performs digital enhancements of photos and videos; using specialized software for each. Investigators may also call on Matt to create photo arrays of arson suspects to be used by witnesses in the apprehension of suspects. Matt believes that some of the most significant scenes that he has attended involve solving arson cases that have resulted in the deaths of Houston firefighters. One case in particular required making a trip to Dallas on Easter morning to document a hotel room that had been occupied by a suspect in a fire involving a Houston firefighter fatality. Evidence was documented and collected that was pivotal in the prosecution of the suspect; he and all of his accomplices were convicted and sentenced. Forensic photography requires great skill and ability and Matt Milam is one of the best.
Working An Arson Scene:
The Arson Crime Lab team is called out to all three-alarm fires, fatality fires, injured firefighter fires, and fires considered to be a high dollar loss.

- Upon Arrival -
  If there is extreme structural damage, the team coordinates with the HFD Incident Commander and Safety Officer to determine if there are any safety concerns.

- Upon Entry -
  The scene is documented, via photographs and video as quickly as possible to assure the integrity and security of the scene.

- Examinations -
  Conducted at the scene and also documented.

- The Scene -
  Worked from least to most damage, searching for the area of origin.

- Fire Debris Samples -
  Collected as evidence and then taken to the lab for processing and submission to the State lab for analysis.

According to Hazmat Coordinator District Chief Blake White, in the event of a mass casualty event, the HFD will be able to rapidly deploy these units to operate a network of decontamination by “rapidly removing the majority of contaminants from the body and lessening the toxic effects.” This will preserve life and prevent the spread of the contaminants to unaffected areas.

HFD firefighters began undergoing special classroom and hands-on training with the special task force trailers on August 8, 2006, and will continue training through mid-September. Continuing education will take place for all firefighters.

According to Executive Assistant Fire Chief Daniel Snell, the Decontamination Task Force is one of several projects supported by the Urban Area Security Initiative Grant (UASI). During the past two years, the fire department has received approximately $3.5 million in USAI Grants, with about $500,000 funding this program. Other projects funded under the UASI program included the purchase of equipment, supplies, and training required to respond to biological, radiological, and chemical events as well as large structural collapse incidents. Additional HFD projects related to homeland security are currently in the process of being funded by the UASI program.

HMDTAccomplishments For 2006:
- Coordinated the training of over 500 HFD members at the Center for Domestic Preparedness
- Completed a joint Hazardous Materials Technician course with Harris County. 15 HFD members completed the class
- Completed Decontamination Task Force training for all HFD Districts

Planning & Homeland Security Command

Hazardous Materials Response Team-HMRT:

the establishment of a network of Decontamination Task Forces and trailers strategically located throughout the city that will enable rapid deployment in the event of an accidental or intentional release and possible exposure of hazardous materials.

According to Hazmat Coordinator District Chief Blake White, in the event of a mass casualty event, the HFD will be able to rapidly deploy these units to operate a network of decontamination by “rapidly removing the majority of contaminants from the body and lessening the toxic effects.” This will preserve life and prevent the spread of the contaminants to unaffected areas.

HFD firefighters began undergoing special classroom and hands-on training with the special task force trailers on August 8, 2006, and will continue training through mid-September. Continuing education will take place for all firefighters.

According to Executive Assistant Fire Chief Daniel Snell, the Decontamination Task Force is one of several projects supported by the Urban Area Security Initiative Grant (UASI). During the past two years, the fire department has received approximately $3.5 million in USAI Grants, with about $500,000 funding this program. Other projects funded under the UASI program included the purchase of equipment, supplies, and training required to respond to biological, radiological, and chemical events as well as large structural collapse incidents. Additional HFD projects related to homeland security are currently in the process of being funded by the UASI program.

HMDTAccomplishments For 2006:
- Coordinated the training of over 500 HFD members at the Center for Domestic Preparedness
- Completed a joint Hazardous Materials Technician course with Harris County. 15 HFD members completed the class
- Completed Decontamination Task Force training for all HFD Districts
The delivery of emergency medical services is accomplished by developing a system of personnel, equipment, and management. No one item can attribute to the overall success and care provided to patients, nor can any single benchmark be used as an indicator for a successful service. However, the combination of accomplishments as outlined, indicates a system that acknowledges and strives to improve its services.

One such benchmark is the survival rates of patients suffering from cardiac arrest episodes. The Houston Fire Department has consistently been recognized as a national leader due to our ability to resuscitate patients who suffer a coronary incident and sudden cardiac death. In 2006, 1482 adult patients were treated by HFD for sudden cardiac death. Of those patients, 45.68% had the return of spontaneous circulation (i.e. restoration of patient’s pulse) and 32.52% survived to be admitted to the hospital. 66.80% of these patients survived for at least 24 hours past admission. That is an overall survival rate of 21.73% up to the first 24 hours past admission.

This benchmark, although sometimes misinterpreted or overstated, along with the other indicators mentioned in this summary, are a good indication that the system of Emergency Medical Services provided by the Houston Fire Department is a strong and growing system, one which can be looked towards as a national leader in the delivery of prehospital care.

Fiscal 2007, the Houston Fire Department participated in the City of Houston SAP implementation. The project was divided into two phases: Phase I included the implementation of SAP modules related to the Finance and General Accounting and Materials Management aspects of City business. Phase II included the implementation of SAP modules related to Human Resources and Payroll.

Phase I of the project was effective July 1, 2006. The Houston Fire Department commenced using the new ERP system in the areas of fund accounting, accounts payable, budgeting, financial analysis, fixed assets, compliance, payroll, revenue & cash accounting, and purchasing, and inventory/warehouse management. Phase II of the project, included Human Resources and Payroll.

The Houston Fire Department commenced using these modules effective March 24, 2007, the beginning of the City’s payroll period eight. The first paychecks were delivered to approximately 4,200 Houston Fire Department employees on April 13, 2007.

Survival Rates for Cardiac Arrest Patients:

The delivery of emergency medical services is accomplished by developing a system of personnel, equipment, and management. No one item can attribute to the overall success and care provided to patients, nor can any single benchmark be used as an indicator for a successful service. However, the combination of accomplishments as outlined, indicates a system that acknowledges and strives to improve its services.

One such benchmark is the survival rates of patients suffering from cardiac arrest episodes. The Houston Fire Department has consistently been recognized as a national leader due to our ability to resuscitate patients who suffer a coronary incident and sudden cardiac death. In 2006, 1482 adult patients were treated by HFD for sudden cardiac death. Of those patients, 45.68% had the return of spontaneous circulation (i.e. restoration of patient’s pulse) and 32.52% survived to be admitted to the hospital. 66.80% of these patients survived for at least 24 hours past admission. That is an overall survival rate of 21.73% up to the first 24 hours past admission.

This benchmark, although sometimes misinterpreted or overstated, along with the other indicators mentioned in this summary, are a good indication that the system of Emergency Medical Services provided by the Houston Fire Department is a strong and growing system, one which can be looked towards as a national leader in the delivery of prehospital care.
"To provide high quality, expert, prehospital medical care to the citizens and visitors of Houston. To provide quality EMS field staff and equip them with efficient and effective training, equipment and supplies to carry out their day-to-day operations."
The goals for the Division are: to ensure that our firefighters are safe and not exposed to hazards unnecessarily; to continue to enhance and coordinate fire ground operations; to empower the officers in this Division to make decisions; to overcome the learning curve created by retirement and loss of a wealth of experience and leadership; and to develop the leaders of tomorrow. Through CODC II and III, we are establishing the base line from which future leaders will be developed. Through this Division, the organizational culture is being shifted to a dynamic risk assessment whereby we risk a lot to save a lot, but we should risk little to save little.

Emergency Operations:
- District re-assignment for 21 Fire Districts to more equally divide the response load and span of control throughout the city.
- Completed construction of new Fire Station 94 located in Clear Lake. Engine 94 was returned to service and Medic 94 was placed in service.
- Issued Non-Emergency Response Policy to enhance the safety of firefighters and the public by having apparatus respond without lights and sirens once the first unit is on-scene and sizes up the situation.
- District Chief Officer Development Phase II has enhanced the command.
- Officer Development Class Phase II better prepared fire ground officers to make sound and safe decisions on emergency scenes.
- Completed NIMS 100, 200, 700, and 800 requirements.
- Incident Safety Officer Training for District Chiefs and Senior Captains has enhanced safety operations on emergency scenes.
- New process for vacation schedules.
- Expanded Paramedic Rotation Stations.
- Expanded POP Program (Paramedic Officer Program).
- New Tower Ladders at Stations 6 & 18.
- Added Tower Ladders to Stations 21 & 64.
- Implemented 40-Hour Performance Standard Training.
- Hurst Extrication Tool Ladders at Stations 38, 61, 21, 29, 71, and 77.
- Initiated Driver Operator Program (Qualifying members for the Texas Commission on Fire Protection State Examination, DTO’s first).
- Issued Leaves and Absences Guidelines.
- Secured Funding for Katrina Units 3-1-1 (funded thru February of 07).
- Purchased Carbon Monoxide Detectors for Ladder Trucks.
- Issued personal flotation device and water rescue throw bags.
- Revised Time Sheets for Emergency Operations.
- Cascade 2 and 30 refurbished.
- Issued MS 80 Mask (Bird Flu).

Equipment Acquisition Fund – Capital Equipment:
The Houston Fire Department purchases capital equipment through the Equipment Acquisition Fund (EAF). The EAF acquires the majority of capital equipment for all General Fund departments and selected special revenue funds within the City of Houston (City). Commercial paper is issued by the City to finance the purchase of capital equipment budgeted in the EAF.

The capital acquisition budget for FY 2008 totaling approximately $6.6 million is comprised of rolling stock and non-rolling stock items. Rolling stock consists of five engines, a hazmat truck, ambulance and squad modules and cab chassis, automobiles and a delivery van totaling approximately $4.3 million. Non-rolling stock items included in the FY 08 capital budget totaled approximately $2.3 million.

The capital acquisition budget for FY 07 was $6.9 million including rolling stock items, of $5.5 million.

Capital Improvement Plan:
The Capital Improvement Plan (CIP) is a plan for physical improvements to public facilities and infrastructure. The plan is a five year capital improvement planning process. This process is a continuous process that includes annual review and revision if necessary resulting from changes priorities within each City Department.

The fiscal years 2007 through 2011 Fire Facilities Improvements Program totals $100.8 million. The primary sources of funding include Public Improvement Bonds, and selected grant funding. The improvements program includes new construction, renovation/rehabilitation, and relocation to expand and maintain a network of fire stations and facilities to be able to quickly and efficiently meet emergency needs.

The highlights of the construction projects funded in the FY 2007-2011 CIP include:
- Construction of six new fire stations Nos. 24, 84, 90, 95, 105 and the far west side of Houston.
- Design and construction for the relocation of station No. 37.
- Improvements at the Fire Training Academy.
- Renovation and major repairs to existing stations.
- Preliminary planning for a Fire Department Headquarters building.

Fiscal year planned appropriations include: $116.6 million (FY 2007), $12.8 million (FY 2008), $19.2 million (FY 2009), $32 million (FY 2010), and $20.2 million (FY 2011).

Revenues:
The Houston Fire Department collects revenues for certain services provided to other City of Houston departments, primarily the Houston Airport System, for services provided by the Life Safety Bureau, primarily for certain fire permits, and standby services, and ambulance fees for EMS services. The ambulance fees are billed and collected by an outside third party.

Actual revenues for FY 06 were $47.6 million. Projected revenues for FY 07 are anticipated to be approximately $45.1 million. Revenues for FY 2008 are expected to be approximately $46.5 million.
Since our last annual report, the command was restructured to include two new Assistant Fire Chiefs: Carl Matejka and Adrian Trevino. Assistant Chief Matejka is responsible for directing the Fire Operations Division. The Emergency Medical Services (EMS) Division is headed by Assistant Chief Adrian Trevino. EMS Medical Director, Doctor David Persse, continues to provide outstanding leadership in maintaining HFD’s high medical standards. The Special Events, Personnel Assignment and Staffing Offices are still efficiently operating in managing events and staffing the department’s needs. I am very proud and humble to lead this group of some 3,760 elite professionals.

Operations Command is HFD’s largest command; our sole mission is to save lives and property by providing the very best fire protection and the highest quality of pre-hospital care 24 hours a day, 365 days a year. We tirelessly work in the most efficient and effective manner possible, while maintaining our commitment to having our members safely return to their families at the end of each shift.

Executive Assistant Chief - Emergency Operations Command
Hector Trevino

A pilot program in April 2006 called the CareHouston Project. Citizens who are frequent users of HFD EMS were provided with information about available health and social service organizations and resources that might best address their primary care needs; consequently reducing the number of non-emergency EMS requests.

The first phase, from April through December, included a dispatch data analysis. Records from the Houston Emergency Center (HEC) identified frequent callers to 911 from single family residences, shelters, clinics, and apartment complexes. Through current and previous data-matching, addresses with five or more calls for non-emergency assistance within a two-month period were pinpointed.

The southeast Houston area that was studied revealed 18 addresses alone, accounted for 113 requests for service from April to June 2006. The names and addresses of those individuals were then referred to the Houston Department of Health and Human Services (HDHHS) staff. HDHHS case managers contacted the individuals from July to September 2006, completed a needs assessment and provided them with information about transportation and available medical and social services. The case managers and the individuals agreed upon a plan that would support their needs.

By September 2006, EMS responses to the 18 addresses were reduced from 113 to 33, a 70 percent decrease. The overall success of CareHouston was a 60 percent reduction in call volume through December 2006. Because of its success, the project will be implemented citywide by the end of August 2007.

More detailed information on the CareHouston project may obtained from the EMS Division.
My goals are to provide efficiency and continuity in contracts, improved customer service in Fleet Operations and the Supply/Quartermaster Divisions. We must seek better inventory control. Firefighter-friendly fire stations and quality apparatus are key to firefighter safety.

Fleet Operations:
- Obtained a 500-gallon fuel trailer that is used to deliver fuel to apparatus at fires
- Purchased a new front-end alignment machine to perform front-end alignments in-house instead of sending units to outside vendors
- Placed two new Pierce Towers in service at stations 6 and 18; old T-6 was redeployed as T-21, old T-18 was redeployed as T-64

Quartermaster:
- Completed implementing voucher system for uniform items as required by the contract
- Completed providing shoes to over 1,000 classified members; first shoe issue ever done by HFD

Supply/Warehouse:
- Introduced inventory control changes and cycle counts
- Implemented the SAP computer system.
- Converted all inventory to a new material number, implemented automated ordering process (MRP), revised requisitioning and receiving practices to utilize on-line capabilities
- Installed bar coded bin tags in preparation for automating the issue process
- Set benchmarks for in-stock items to provide increased customer service - "Having what they need, when they need it."

Design and Construction:
- Began construction of fire stations 8 and 105
- Completed construction of new Fire Station 86
- Purchased property for Station 105 & 35's expansion
- Began renovation of Fire Station 60
- Began Telemetry transfer process to HEC

Assistant Fire Chief
Logistics Command
Building Services
Procurement
Materials Management

Personal History:
Married, 3 children
Hobbies: golf, woodworking, traveling, camping, kids’ sports
Member East Houston Masonic Lodge #1299
Member Scottish Rite of Houston

Q. What are your goals for this division?
A. “My goals are to provide efficiency and continuity in contracts, improve customer service in Fleet Operations and the Supply Quarters Division. We must seek better inventory control. Firefighter-friendly fire stations and quality apparatus are key to firefighter safety.”

Q. What were you expecting from this assignment? What did you actually find?
A. “I expect to provide the best customer service possible to our customers (firefighters, etc.) and to set the standard for other city departments in our method of operation in warehousing and procurement. It is of utmost importance to provide operational friendly fire stations with the latest in technology and maintenance-free materials. My current responsibilities require more time and work than previous assignments. The time required to keep up with the needs of the department is next to overwhelming. The migration to SAP and my learning curve for procurement has been stressful at the very least. The assignment as an Assistant Fire Chief is one that I would recommend highly with serious reservations. It has to be a commitment of love for the fire department. Approval for a job well done by our customers, firefighters, is the sign of success.”

Q. How do you want to be remembered?
A. “When I leave this assignment I would like for the firefighters and civilians of the Houston Fire Department to look on my tenure as a positive impact on their life and relationship with the Houston Fire Department. I would hope that my business and moral goals would stand out in their review of this administration and the time I have spent on staff.”

Q. What are your plans after this assignment ends?
A. “My plans after this assignment consist of more golf, more travel and a slower pace.”

Engine Units

Ladder Units

Q. Top 10 Responses By Unit Type

District Chief Units
The Officer Development Center:
The Officer Development Center (ODC), conceived in 2006, will fulfill many training needs for the Houston Fire Department and its neighboring departments. The center will conduct multiple training courses including Chief Officer Development, Company Officer Development, and Mass Casualty Training. These programs will focus around the ODC’s multiple simulation bays but will also utilize the entire building to serve as the hub for all officer training. The ODC will feature two improved and interactive simulation bays that can be operated independently, or simultaneously to simulate large scale incidents. The ODC will also feature a Mock Command Van which can be utilized in large-scale incident management. Finally the ODC will also include a large classroom to accommodate all types of training and meetings that will certainly benefit the Houston Fire Department and its members. The Officer Development Center, scheduled to open in April 2008, is part of the first phase of making the VJTF a regional training facility.

2006 Accomplishments:

- Burn Building Redesign: Added thermal couplings to give temperature readings inside the structure to protect cadets during training. Pagente was added to the walls to confine heat to a specific area in the room. Also includes digital capability for each coupling on each floor for each section.
- Ventilation Props: Added to a new one-story, approximately 1,500 sq ft house that is used to practice ventilation skills and search and rescue techniques. The props are positive pressure fans that determine smoke evacuation.
- In-house Training: Began reassuming our own training versus outside agency training. Financially, this is beneficial because the cost for Fast Track (already certified) training is reduced to $79 per member. The cost for an uncertified (new recruit) is reduced to $1,039 per cadet.
- Drill Tower: A $4,000,000 renovation that added a fire protection system, a 30-student air conditioned classroom, new railings, windows and doors and reconfiguration for high rise training.
- Chief Officer Training: Over 1600 training hours have been logged training Chief Officers and Senior Captains in areas such as strategy and tactics for small and large fires, National Incident Management System theory, and radio and mobile data terminal communications.
- Industrial (refinery-type) training - Used by HFD and outside agencies to train for fire extinguishment in an industrial setting common to the Houston Fire Department response area.
- Cadet Training: Graduated Trainee Classes (31, 33, 34 FT) 105 probationary firefighters.
- HFD Class Officers took over Fast Track Fire Training from HCCS.
- September 11, began cadet class 37 with 50 cadets

Safety Staff:
- Conducted safety inspections of 40 HFD facilities. In addition, originated the concept of an HFD and City of Houston software information acquisition and retrieval method that integrates historically segregated risk management data, thus enabling the production of more accurate risk management analysis and solutions.
- Created a risk management program to reduce the number of exposures to air and blood-borne pathogens via education, equipment, and enforcement of personal protective equipment during emergency medical incidents.
- Began development of a fitness equipment maintenance program to maintain equipment previously issued to fire stations.

2006 Top 10 Responses By Unit Type

Ambulance Units

<table>
<thead>
<tr>
<th>EMS- 4765</th>
<th>EMS- 4599</th>
<th>EMS- 4216</th>
<th>EMS- 4265</th>
<th>EMS- 4227</th>
<th>EMS- 4320</th>
<th>EMS- 4306</th>
<th>EMS- 4308</th>
<th>EMS- 4250</th>
<th>EMS- 4253</th>
</tr>
</thead>
<tbody>
<tr>
<td>1106</td>
<td>1097</td>
<td>1091</td>
<td>1082</td>
<td>1083</td>
<td>1084</td>
<td>1085</td>
<td>1086</td>
<td>1087</td>
<td>1088</td>
</tr>
<tr>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
</tr>
<tr>
<td>4301</td>
<td>4302</td>
<td>4303</td>
<td>4304</td>
<td>4305</td>
<td>4306</td>
<td>4307</td>
<td>4308</td>
<td>4309</td>
<td>4310</td>
</tr>
</tbody>
</table>

Medic Units

<table>
<thead>
<tr>
<th>EMS- 4154</th>
<th>EMS- 4320</th>
<th>EMS- 4322</th>
<th>EMS- 4876</th>
<th>EMS- 4583</th>
<th>EMS- 4123</th>
<th>EMS- 4152</th>
<th>EMS- 4124</th>
<th>EMS- 4125</th>
<th>EMS- 4126</th>
</tr>
</thead>
<tbody>
<tr>
<td>1106</td>
<td>1097</td>
<td>1091</td>
<td>1082</td>
<td>1083</td>
<td>1084</td>
<td>1085</td>
<td>1086</td>
<td>1087</td>
<td>1088</td>
</tr>
<tr>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
</tr>
<tr>
<td>4301</td>
<td>4302</td>
<td>4303</td>
<td>4304</td>
<td>4305</td>
<td>4306</td>
<td>4307</td>
<td>4308</td>
<td>4309</td>
<td>4310</td>
</tr>
</tbody>
</table>

Squad Units

<table>
<thead>
<tr>
<th>EMS- 3960</th>
<th>EMS- 4104</th>
<th>EMS- 4106</th>
<th>EMS- 4108</th>
<th>EMS- 4110</th>
<th>EMS- 4112</th>
<th>EMS- 4114</th>
<th>EMS- 4116</th>
<th>EMS- 4118</th>
<th>EMS- 4120</th>
</tr>
</thead>
<tbody>
<tr>
<td>1106</td>
<td>1097</td>
<td>1091</td>
<td>1082</td>
<td>1083</td>
<td>1084</td>
<td>1085</td>
<td>1086</td>
<td>1087</td>
<td>1088</td>
</tr>
<tr>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
<td>Total:</td>
</tr>
<tr>
<td>4301</td>
<td>4302</td>
<td>4303</td>
<td>4304</td>
<td>4305</td>
<td>4306</td>
<td>4307</td>
<td>4308</td>
<td>4309</td>
<td>4310</td>
</tr>
</tbody>
</table>

June 16, 2006 was anything but a typical day for 33 year old mother-to-be Matilda Ruewacaba. Following one of Houston’s infamous summer-time thunderstorms, Matilda, her husband and their four children became stranded on one of Houston’s many flooded roadways while en route to the hospital to deliver the baby.

During the height of the storm, the family encountered high water on the Gulf Freeway and had no other choices but to pull into a parking lot on Monroe to find help. Matilda’s contractions were less than 30 seconds apart so help was needed quickly. That help soon arrived in the form of Houston Fire Academy Cadets Chris Havel, Curt Hittos, Jordan Doreing, Jeff Lutrick, Adam Flores, Patrick Horton, Ivan Machado, Gary West, Patrick Makula and Steven Perez. These eager cadets did what they could as they waited for an ambulance to reach them through the stalled, heavy traffic. As one cadet tended to the expectant mother in the back seat of the Crown Victoria, the others searched for needed medical equipment. After two hours of labor, Matilda was transported to a real hospital maternity ward where an hour later she gave birth to her 8 pound, 11 ounce daughter Saria.

The current 15-acre facility, located near Hobby Airport, includes:

- Burn tower for fire simulations and rescue operation scenarios
- Indoor/outdoor multipurpose training areas
- Nozzle reaction chamber
- Incident Command Simulator
- Five Classrooms
- A large weight and fitness area
- Instructor and cadet locker rooms
- Administration building
- Apparatus building and workshop area

The VJTF has served the Houston area well for the past 30 years, but the time has come for a facelift. A Master Plan for new construction, as well as the redesign and renovation of the existing facility has been developed and adopted, but funding is pending. The $44,000,000 Master Plan, according to District Chief Josef Gregory, will develop the VJTFinto a state-of-the-art regional training facility. When completed, it will be the envy of the nation’s fire departments.
**2006 HFD Annual Review**

### Statistics

#### Fire/EMS Call Volume

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire 9-1-1 Calls</strong></td>
<td>4,764</td>
<td>3,885</td>
<td>4,419</td>
<td>4,103</td>
<td>4,528</td>
<td>4,943</td>
<td>3,883</td>
<td>3,915</td>
<td>4,033</td>
<td></td>
</tr>
<tr>
<td><strong>EMS 9-1-1 Calls</strong></td>
<td>24,116</td>
<td>21,815</td>
<td>24,038</td>
<td>25,266</td>
<td>25,484</td>
<td>24,095</td>
<td>24,058</td>
<td>23,080</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fire/EMS 10-Digit</strong></td>
<td>6,466</td>
<td>4,051</td>
<td>4,743</td>
<td>4,715</td>
<td>4,819</td>
<td>4,646</td>
<td>4,446</td>
<td>4,055</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Total Calls

<table>
<thead>
<tr>
<th>Total Calls</th>
<th>391,568</th>
</tr>
</thead>
</table>

### Incident Response

- **Total Calls:** 391,568
- **Fire Calls:** 200,600
- **EMS Calls:** 190,968
- **9-1-1 Calls:** 90,641
- **10-Digit Calls:** 50,327

#### Firefighter/Cadet Training

- **Total Calls:** 94,327
- **Firefighter Cadets:** 2,969
- **Smoke/CO2 Alarms:** 167
- **CERT Classes:** 104
- **News Releases:** 94

#### Community Outreach

- **Fire Training:**
  - 762 Apparatus visits, Station Tours and Parades
  - 167 youths referred to Fire Stoppers Program

- **Commuter Education:**
  - Chaplain presented the “What Your Family Should Know” program to NFRC members to encourage them to put their personal affairs in order so that in the unfortunate event of a line-of-duty death or serious personal injury, their spouse and other family members will avoid the confusion and worry that often occurs during these very tense times

#### Office of Emergency Communications

- **Standardized training classes:** department-wide
- **Completed Weapons of Mass Destruction (WMD) training:** for all OEC personnel
- **Created a CAD based back-in map:** in conjunction with the Department of Justice and Houston Police allowing for local communications between Houston, Harris County and statistical reporting RMS project allowing managerial access to HFD statistical reports

#### Personal Background:

Happily married for 21 years with a daughter who is eleven years old
Executive Assistant Chief-
Rick Flanagan

Assistant Fire Chief-
Omero Longoria

Deputy Chief Professional Development
Cadet Training
Firefighter Training
Community Outreach
Public Information

Assistant Fire Chief-
Jack Williams

Fleet Operations
Materials Management
Building Services

---

Statistical Unit:

- Data recovery and statistical reporting was centralized by the creation of the HFD Statistical Team. Reports now produced include detailed analyses of fire and EMS activities including number and type of events, level of response, number of units responding, as well as where and when fire and/or EMS events occur.

Communication Management/
AirPack Maintenance/Repair:

- Placed 400 new regulators in service. These regulators attach to the firefighter’s face-piece and are equipped with CBRN (chemical, biological, radioactive, nuclear) and LED (light emitting diode) heads up display. The CBRN feature provides the firefighter added safety measures when engaged in hostile environments. It reduces the possibility of breathing in hazardous or contaminated fumes. The heads up display feature provides a visual indicator that alerts the firefighter on the condition of their air supply. The HFD goal is to phase out the non-CBRN/LED masks and regulators, eventually phasing in the newer models equipped with LEDs and CBRN features.
- Aligned and repaired 100% of receiver sites, increasing system sensitivity and integrity.
- Phasing out 35-minute air bottles to meet the new 45-minute and 1-hour standard.

Information Technology:

- Approximately 204 desktops, 25 laptops, and 25 tablets have been ordered and/or replaced and budgeted 200 desktops and 25 laptops for replacement in FY07.
- Ordered licenses for Microsoft Office (550) and Visio for (290) computers. HEC IT has already installed Microsoft 2003 on station computers (267). Will also install remote control software called Remotely Anywhere to assist them with field support.
- Installed a new HFD Intranet Web server that will distribute online forms and all departmental documents. Created committee to identify forms to be designed and migrated for user access.
- NIP Network infrastructure upgraded to provide more reliability and efficiency.
- Installed 86 new computers at all fire stations.

---

Fire & EMS Event Counts Per Hour

---

HFD Call Processing Time

<table>
<thead>
<tr>
<th>EMS</th>
<th>Time From Address Verify to Dispatch</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;60 seconds</td>
</tr>
<tr>
<td>3,241</td>
<td></td>
</tr>
<tr>
<td>22,927</td>
<td></td>
</tr>
<tr>
<td>84,627</td>
<td>&lt;90 seconds</td>
</tr>
<tr>
<td>15,592</td>
<td></td>
</tr>
<tr>
<td>1,500</td>
<td>&lt;120 seconds</td>
</tr>
<tr>
<td>28,535</td>
<td></td>
</tr>
<tr>
<td>84,627</td>
<td>&lt;180 seconds</td>
</tr>
<tr>
<td>143,791</td>
<td></td>
</tr>
<tr>
<td>276,563</td>
<td></td>
</tr>
<tr>
<td>200,086</td>
<td></td>
</tr>
<tr>
<td>5,625</td>
<td>nonprocessable events</td>
</tr>
<tr>
<td>36,019</td>
<td></td>
</tr>
<tr>
<td>180,188</td>
<td></td>
</tr>
<tr>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>6,746</td>
<td></td>
</tr>
<tr>
<td>29,573</td>
<td></td>
</tr>
<tr>
<td>40,158</td>
<td></td>
</tr>
<tr>
<td>143,791</td>
<td></td>
</tr>
<tr>
<td>6,746</td>
<td></td>
</tr>
<tr>
<td>29,573</td>
<td></td>
</tr>
<tr>
<td>180,188</td>
<td></td>
</tr>
<tr>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>36,019</td>
<td></td>
</tr>
<tr>
<td>276,563</td>
<td></td>
</tr>
<tr>
<td>200,086</td>
<td></td>
</tr>
<tr>
<td>5,625</td>
<td>nonprocessable events</td>
</tr>
<tr>
<td>36,019</td>
<td></td>
</tr>
<tr>
<td>180,188</td>
<td></td>
</tr>
<tr>
<td>1,800</td>
<td></td>
</tr>
<tr>
<td>276,563</td>
<td></td>
</tr>
<tr>
<td>200,086</td>
<td></td>
</tr>
<tr>
<td>5,625</td>
<td>nonprocessable events</td>
</tr>
<tr>
<td>8,639</td>
<td></td>
</tr>
</tbody>
</table>

---

Logistics Command

- The year 2006 reaffirmed my belief that the largest room in the world is the room for improvement. The Logistics Command improved as it increased in strength and size, with my own promotion to Executive Assistant Chief and the addition of two new Assistant Chiefs to my already diverse and efficient staff. We welcomed Assistant Chief Omero S. Longoria and Assistant Chief Jack O. Williams.

Chief Longoria, already assigned to the Val Jalovek Training Facility (VJTF), assumed responsibility for all of the VJTF’s Professional Development and Cadet Training, with added responsibility for the Community Outreach/PIO Division.

Chief Williams only changed commands with his duties as on-scene PIO from Emergency Operations to Logistics and further increased his workload to include Fleet Management, Procurement, New Fire Station Design and Construction and Supply/Warehouse Management.

By the end of the 2006, we had realized significant accomplishments throughout the Logistics Command. To mention a few, the addition of a Statistical Analysis Team to centralize data management and analysis; the Incident Command Simulator at the VJTF proved invaluable for field management training; the VJTF Deputy Training Chief created a risk management program to reduce the number of exposures to air and blood-borne pathogens; the Supply/Warehouse made tremendous strides with the firefighter’s voucher program and inventory control, thereby providing outstanding customer service. We reestablished the Information Technology Division by hiring Tracie Watkins as our IT Project Manager; she “hit the ground running” to bring our computer network up to standard. In 2007, CTO Patrick Plummer will assume command of the entire HFD IT Division.

We are committed to our motto, “Team Together, Team Apart: We’re Always A Team.” It exemplifies our daily commitment to working together to provide outstanding services to the men and women of this department as well as the City of Houston community. We will continue to work together for the overall success of the Houston Fire Department.
Dr. Stephen Pierrel is the Houston Fire Department’s psychologist and special advocate. He has worked with us, side-by-side, for over 10 years. He accompanies us when times are tough, through many bad situations and even when our personal lives have taken a fall. His service to our members has gone well beyond his professional duties, and like any dedicated member of our firefighting family, he has placed himself in harm’s way to help so many of us in our times of need.

Through all these times, Stephen has had the courage to continue to do what he does best - care. He cares to make sure that those who need help get it. He has the courage to face a grieving family, the courage to walk into a room full of devastated firefighters, the courage to sit face-to-face with someone who has lost all hope. That type of courage is evident to those who have sat across from him as he reassured us of our ability to cope with a difficult situation, together.

His compassion has been coupled with his commitment to all those he helps. We have seen him at all hours of the day and night, often taking time from his other duties and even family. He has been on the scene during our toughest times and in our homes when we needed a friend.

On June 7, 2007, Stephen was honored by the many organizations he devotes time and energy to, including HFD. Many of his co-workers from the Baylor College of Medicine and other organizations ... dedication for the work he has done in our community. The bench will be placed at the new Fire Station #8. The bench will be appropriately inscribed as follows:

In Honor of Dr. Stephen Pierrel, H.F.D. Psychologist
Serving the Houston Community with Courage, Commitment and Compassion

As Firefighters we respond to the worst moment of an individual’s life, as we serve the emergency needs of this community. Courage, Commitment and Compassion epitomize what we do as an organization routinely. In many ways it defines not what we do, but instead, who we are and what we represent.

I can find no better words to express the Department’s motto than the same words that describe Stephen’s service with us. Therefore, we are adopting as our motto, “Courage, Commitment, and Compassion.” These are not just words to place on our apparatus, but words which Stephen has shown us we can live by – for they embody the special spirit that motivates each of us as members of the Houston Fire Department.
In March 2006, the Houston Fire Department was reorganized into four principal sections: Operations, Planning, Logistics, and Finance. A civilian Deputy Director is in charge of Finance. This reorganization, based on the National Incident Management System (NIMS) model, has created a definite chain of command, a manageable span of control, and unity of command for our Command Staff. By utilizing a manageable span of control, the 10 members of the Command Staff can effectively and efficiently supervise the operations within the 75 separate division/groups within HFD. The safety of our firefighters and the effectiveness of our department depend entirely on the teamwork. Firefighters depend on each other for their very existence, as they routinely enter the most hazardous conditions known to man. Likewise, I feel it is important that the Command Staff have the same functionality and teamwork that is exhibited by our firefighters on the scene every day, so that we are ready to act as one team when the next emergency occurs, whether it be a routine call or a major crisis.

Why Reorganize?

The organization, into the four principal sections, has been very effective in aligning like functions while at the same time leveraging the individual strengths of our Command Staff. By utilizing a manageable span of control, the 10 members of the Command Staff can effectively and efficiently supervise the operations within the 75 separate division/groups within HFD.
### 2006 Houston City Officials

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annise Parker</td>
<td>City Controller</td>
</tr>
<tr>
<td>Peter Brown</td>
<td>At Large Position 1</td>
</tr>
<tr>
<td>Sue Lovell</td>
<td>At Large Position 2</td>
</tr>
<tr>
<td>Shelley Sekula-Gibbs</td>
<td>At Large Position 3</td>
</tr>
<tr>
<td>Ronald Green</td>
<td>At Large Position 4</td>
</tr>
</tbody>
</table>

### 2006 Total Residential Fires

- **Single Family**: 943
- **Apartments**: 839
- **Other**: 36
- **Total**: 1,818

### Residential Fires

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>52%</td>
</tr>
<tr>
<td>Apartment (Multi-Family)</td>
<td>46%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Causes of Residential Fires 2006

<table>
<thead>
<tr>
<th>Cause</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>52%</td>
</tr>
<tr>
<td>Cooking</td>
<td>23%</td>
</tr>
<tr>
<td>Cigarettes</td>
<td>10%</td>
</tr>
<tr>
<td>Electrical</td>
<td>7%</td>
</tr>
<tr>
<td>Matches/Lighters</td>
<td>4%</td>
</tr>
<tr>
<td>Laundry Room</td>
<td>3%</td>
</tr>
<tr>
<td>Candles</td>
<td>2%</td>
</tr>
<tr>
<td>Space Heaters</td>
<td>1%</td>
</tr>
</tbody>
</table>

### 2006 Fire/EMS Districts

- **District A**
  - Total Responses: 59,954
  - Fire: 13,657
  - EMS: 46,297

- **District B**
  - Total Responses: 65,990
  - Fire: 12,153
  - EMS: 53,837

- **District C**
  - Total Responses: 40,223
  - Fire: 11,185
  - EMS: 29,038

- **District D**
  - Total Responses: 91,581
  - Fire: 16,621
  - EMS: 74,960

- **District E**
  - Total Responses: 26,527
  - Fire: 7,351
  - EMS: 19,176

- **District F**
  - Total Responses: 57,724
  - Fire: 12,088
  - EMS: 45,636

- **District G**
  - Total Responses: 44,844
  - Fire: 13,575
  - EMS: 31,269

- **District H**
  - Total Responses: 104,507
  - Fire: 18,597
  - EMS: 85,910

- **District I**
  - Total Responses: 89,911
  - Fire: 19,221
  - EMS: 70,690
Non-Residential Fires

Stores/Offices - 167
Public Assembly - 94
Health Care - 15
Schools/Colleges - 32
Vacant Structure - 16
Other - 161
Total - 485

Non-Structure Fires

Vehicles - 785
Brush/Grass/Wildland - 713
Areas Outside Structure - 82
Other - 1,814
Total - 4,394
**Table of Contents**

HFD Organization 3

2006 Houston City Officials 4

Fire Chief’s Command: Why Reorganize? 5

Dr. Stephen Pierrel 7

Logistics Command 8

*Spotlight*: The Val Jahnke Training Facility 10

Emergency Operations Command 13

Planning & Homeland Security Command 17

*Spotlight*: The Arson Crime Lab 22

Finance & Administration 25

Top 10 Statistics 28

Become a Houston Firefighter 32

HFD Organization

2006 Annual Review

39

**REORGANIZED / RESTRUCTURED / READY TO SERVE**

**Turn-Out Times**

Turn-Out Time-
The amount of time it takes a unit to leave the station once a call is dispatched

HFD Goal- 60 seconds or less

**Average Turn-Out Time**

All Unit Types

77 Seconds

<table>
<thead>
<tr>
<th>Top 10 Turn-Out Times:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Type</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Medic</td>
</tr>
<tr>
<td>Ambulance</td>
</tr>
<tr>
<td>Shift Commander</td>
</tr>
<tr>
<td>District Chief</td>
</tr>
<tr>
<td>Ladder</td>
</tr>
<tr>
<td>Ladder</td>
</tr>
<tr>
<td>Foam Truck</td>
</tr>
<tr>
<td>Hazmat Utility</td>
</tr>
<tr>
<td>District Chief</td>
</tr>
<tr>
<td>Ambulance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Engines:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
</tr>
<tr>
<td>73</td>
</tr>
<tr>
<td>58</td>
</tr>
<tr>
<td>36</td>
</tr>
<tr>
<td>16</td>
</tr>
<tr>
<td>13</td>
</tr>
<tr>
<td>77</td>
</tr>
<tr>
<td>558</td>
</tr>
<tr>
<td>25</td>
</tr>
<tr>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Medics:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
</tr>
<tr>
<td>73</td>
</tr>
<tr>
<td>58</td>
</tr>
<tr>
<td>36</td>
</tr>
<tr>
<td>16</td>
</tr>
<tr>
<td>13</td>
</tr>
<tr>
<td>77</td>
</tr>
<tr>
<td>558</td>
</tr>
<tr>
<td>25</td>
</tr>
<tr>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top District Chiefs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
</tr>
<tr>
<td>73</td>
</tr>
<tr>
<td>58</td>
</tr>
<tr>
<td>36</td>
</tr>
<tr>
<td>16</td>
</tr>
<tr>
<td>13</td>
</tr>
<tr>
<td>77</td>
</tr>
<tr>
<td>558</td>
</tr>
<tr>
<td>25</td>
</tr>
<tr>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Special Units:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
</tr>
<tr>
<td>FM022</td>
</tr>
<tr>
<td>HL022</td>
</tr>
<tr>
<td>FM022</td>
</tr>
<tr>
<td>HL022</td>
</tr>
<tr>
<td>FM022</td>
</tr>
<tr>
<td>HM2022</td>
</tr>
<tr>
<td>FT022</td>
</tr>
<tr>
<td>FT022</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Top Ladders:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
</tr>
<tr>
<td>51</td>
</tr>
<tr>
<td>50</td>
</tr>
<tr>
<td>13</td>
</tr>
<tr>
<td>46</td>
</tr>
<tr>
<td>51</td>
</tr>
<tr>
<td>51</td>
</tr>
<tr>
<td>31</td>
</tr>
<tr>
<td>31</td>
</tr>
</tbody>
</table>

| Turn-Out Time- |

The amount of time it takes a unit to leave the station once a call is dispatched

HFD Goal- 60 seconds or less

2006 Average Turn-Out Time

All Unit Types

77 Seconds

**Top Engines:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>58</td>
<td>D</td>
<td>46</td>
</tr>
<tr>
<td>36</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>16</td>
<td>A</td>
<td>57</td>
</tr>
<tr>
<td>13</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>77</td>
<td>D</td>
<td>59</td>
</tr>
<tr>
<td>558</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>25</td>
<td>A</td>
<td>60</td>
</tr>
<tr>
<td>25</td>
<td>C</td>
<td>60</td>
</tr>
</tbody>
</table>

**Top District Chiefs:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>58</td>
<td>D</td>
<td>46</td>
</tr>
<tr>
<td>36</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>16</td>
<td>A</td>
<td>57</td>
</tr>
<tr>
<td>13</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>77</td>
<td>D</td>
<td>59</td>
</tr>
<tr>
<td>558</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>25</td>
<td>A</td>
<td>60</td>
</tr>
<tr>
<td>25</td>
<td>C</td>
<td>60</td>
</tr>
</tbody>
</table>

**Top Special Units:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FM022</td>
<td>B</td>
<td>43</td>
</tr>
<tr>
<td>HL022</td>
<td>D</td>
<td>45</td>
</tr>
<tr>
<td>HL022</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>FM022</td>
<td>D</td>
<td>54</td>
</tr>
<tr>
<td>HM2022</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>FT022</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>FT022</td>
<td>A</td>
<td>54</td>
</tr>
</tbody>
</table>

**Top Ladders:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>B</td>
<td>41</td>
</tr>
<tr>
<td>50</td>
<td>A</td>
<td>45</td>
</tr>
<tr>
<td>13</td>
<td>A</td>
<td>54</td>
</tr>
<tr>
<td>46</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>51</td>
<td>B</td>
<td>54</td>
</tr>
<tr>
<td>51</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>31</td>
<td>A</td>
<td>55</td>
</tr>
<tr>
<td>31</td>
<td>B</td>
<td>55</td>
</tr>
</tbody>
</table>

**Top Medics:**

<table>
<thead>
<tr>
<th>Unit</th>
<th>Shift</th>
<th>Secs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>73</td>
<td>D</td>
<td>29</td>
</tr>
<tr>
<td>58</td>
<td>D</td>
<td>46</td>
</tr>
<tr>
<td>36</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>16</td>
<td>A</td>
<td>57</td>
</tr>
<tr>
<td>13</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>77</td>
<td>D</td>
<td>59</td>
</tr>
<tr>
<td>558</td>
<td>B</td>
<td>59</td>
</tr>
<tr>
<td>25</td>
<td>A</td>
<td>60</td>
</tr>
<tr>
<td>25</td>
<td>C</td>
<td>60</td>
</tr>
</tbody>
</table>
Houston’s Hottest Job

HFD is the largest accredited fire department in the nation. Come be a part of our team.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Bi-Weekly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firefighter Trainee</td>
<td>$1,077.83</td>
<td>$28,023.58</td>
</tr>
<tr>
<td>Probationary Firefighter</td>
<td>$1,303.98</td>
<td>$33,903.48</td>
</tr>
<tr>
<td>1st Year Firefighter</td>
<td>$1,412.99</td>
<td>$36,737.74</td>
</tr>
<tr>
<td>2nd Year Firefighter</td>
<td>$1,486.45</td>
<td>$38,647.70</td>
</tr>
<tr>
<td>3rd, 4th Year Firefighter</td>
<td>$1,564.31</td>
<td>$40,672.06</td>
</tr>
<tr>
<td>5th, 6th, 7th Year Firefighter</td>
<td>$1,661.83</td>
<td>$43,207.58</td>
</tr>
<tr>
<td>8th, 9th, 10th Year Firefighter</td>
<td>$1,708.91</td>
<td>$44,431.66</td>
</tr>
<tr>
<td>Engineer Operator 3rd &amp; 4th Year</td>
<td>$2,004.67</td>
<td>$52,121.42</td>
</tr>
<tr>
<td>Captain, Inspector, Mechanic</td>
<td>$2,056.21</td>
<td>$53,461.46</td>
</tr>
<tr>
<td>Communications Captain 5th thru 9th Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialty Premium Pay</td>
<td>$69.23</td>
<td>$1,800.00</td>
</tr>
<tr>
<td>Bilingual Pay</td>
<td>$100.00</td>
<td>$2,600.00</td>
</tr>
<tr>
<td>Emergency Medical Technician</td>
<td>$115.38</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Paramedic Restricted</td>
<td>$276.92</td>
<td>$7,200.00</td>
</tr>
<tr>
<td>Paramedic Unrestricted</td>
<td>$276.92</td>
<td>$7,200.00</td>
</tr>
</tbody>
</table>

Mission Statement:
We are committed to be a superior emergency service organization, which continually improves the quality of service delivered to our customers, the Citizens of Houston.
Welcome To The Houston Fire Department

Become a Houston Firefighter

Photo by Matt Milam

Photo by Matt Milam
HOUSTON FIRE DEPARTMENT
1205 Dart Street • Houston, Texas 77007 • 713-247-5000 • www.houstonfire.org

HOUSTON FIRE DEPARTMENT ANNUAL REVIEW 2006

REORGANIZED
RESTRUCTURED
READY TO SERVE