



Future Growth and Needs

Crook County has been noted as one of the fastest growing areas in the country.

The impact from the noted growth is widespread and felt by numerous facets of the community. The growth has had a noted impact on Crook County Fire & Rescue (CCF&R). Specifically, the growth has increased the risk that the fire district must prepare for and is causing the district to re-define response area service levels based on community need.

The fire district is generally tasked with evaluating risk and then applying appropriate resources to mitigate that risk. The *Future Growth and Needs* document will strive to document the recent past and current growth and further describe how the change has impacted the risk profile of the fire district. Based on these impacts staff will plan for the human and fiscal needs to appropriately mitigate future emergencies that occur as a result.

Often fire departments evaluate the need to grow based on response/call volume and population. The significant issue facing the fire district in Crook County is not as much population growth and response volume, but the need to address acceptable response and risk management to the district's geographic response areas that includes an ambulance service area and fire district stretching over 3000 square miles and 450 square miles respectively. Within the one response area is a growing industrial area of approximately 10 square miles that has property with a tax valuation nearly double the entire county.

Economically, this growth has played a role in defining the community and local governments ability to provide service. The most significant growth has occurred as a result of the construction of four million square feet of data centers on the western edge of the city limits of Prineville. Funding to match service with this growth has not been realized due to the development qualifying for long term enterprise zone exemptions. For most tax districts, who are not required to provide direct services to these industrial centers, the impact of the exemptions is less. The fire district is required to provide an increase in historic service levels without funding to do so. Public safety traditionally struggles to match funding with management of risk. Stated differently, how much risk the community is willing to tolerate for a cost. CCF&R must address the risk of growth and the need for improved service based on the valuation of the infrastructure and the significant financial loss should there be damage to any of these buildings as a result of fire and other emergencies.

Crook County Fire & Rescue deploys from three fire stations divided into three distinct response zones; 1201, 1202, 1203.

The fire district is generally tasked with evaluating risk and then applying appropriate resources to mitigate that risk. District resource deployment is based on the predicted service demand of

the response zone. Properties within each response zone can be placed in a risk category that reflects the degree of risk to life and property that should be considered on that property. The district uses 4 categories of risk for evaluation:

- **Maximum Risk:** Occupancies classified as maximum risk are properties that present a very high risk of life loss, loss of economic value to the community or large loss damage to property in the event of fire. Examples of properties that would be considered maximum risk are: Les Schwab, Apple, and Facebook.
- **Special Risk:** Properties comprising a single building or complex that require a first due response over and above that appropriate to the risk which predominates the surrounding area. Examples of properties that would be considered special risk are schools, apartments, nursing homes.
- **Moderate Risk:** Properties of average size, where the risk of life loss or damage to the property in the event of a fire in a single occupancy is usually limited to that occupancy. Examples of properties that would be considered moderate risk are smaller residential multi-family dwellings, light commercial, motels.
- **Remote and Isolated Rural Risk:** Rural properties that are isolated from community population centers and contain few buildings or are rural land with no occupied structures or recreational areas. Crook County is a rural community and within the 3000 square mile ambulance service area and 450 square mile fire district there are areas with very limited population (if any population), buildings, or infrastructure. These areas are not immune from a need for emergency response, but response time, access, and available resources are very difficult to muster.

Each response zone has a different categorical risk concentration. Resources are deployed to each response zone using four principles of response; appropriate, effective, efficient and safe. The deployment principles are defined as:

- **Appropriate:** Human resources (firefighters) including specific equipment/tools/ and training working together to perform a necessary task. For ambulance response CCF&R defines appropriate as determined by the State of Oregon through the Oregon Health Authority licensing requirements. For fire and rescue response, CCF&R defines this as two trained firefighters meeting the Oregon Department of Public Safety and Training (DPSST) and district requirements for training for the general type of response and the vehicle responding.
- **Effective:** The timely muster of resources able to work to achieve a specific critical task or tasks to mitigate a problem. CCF&R currently defines effective as response time to emergency incidents within 12 minutes 80% of the time.
- **Efficient:** Upon arrival accomplish critical task(s) requested in a timely fashion with the least amount of effort to mitigate the problem. Based on number of firefighters and

available equipment the completion of the task may be more or less efficient. The critical tasks must be done in a reasonable time frame for the problem being addressed. If not, the problem may get worse.

- **Safe:**
 - Ability to mitigate the identified tasks for the categories of risk in the response area is accomplished by members that have the required knowledge and training. All members and equipment must meet all local, state, and national training standards.
 - Operational guidelines must meet local, state, and national standards for safe operations.

Evaluating current Crook County Fire & Rescue deployment:

Appropriate: Crook County Fire & Rescue is requested 3800 times a year for 911 emergency and non-emergency related responses. Generally speaking, crews can provide appropriate staffing for two simultaneous medical responses. Beyond two simultaneous general medical responses the third general medical call can be managed but may not be effective or efficient.

Appropriate on-duty staffing is available for one active structure or brush fire in a moderate risk property category if all resources are available. A second simultaneous structure or brush fire call would likely not receive an effective or efficient response. CCF&R has currently been unable to train crews to a level appropriate for a maximum risk property response.

Effective: As noted above CCF&R can manage an effective response from the on-duty crew and meets the district 12 minute standard for two simultaneous medical calls. An effective firefighting force can also be mustered but the level of effectiveness is directly related to the magnitude of the call and the location.

Efficient: Because of the geographical size and rural demographics CCF&R can be inefficient on all levels of responses in consistently getting efficient numbers and equipment to an emergency. CCF&R is very efficient with the on-duty crews it has but with increased staffing efficiency would increase and improve dramatically.

Safe: Following the CCF&R Risk Management Statement the district does manage and maintain safe actions on all calls but as noted above CCF&R could be more efficient with increased staffing levels and more effective with quicker response times. CCF&R meets state and federal safety standards. Equipment is updated and meets/exceed standards, training meets the necessary mandatory standards. Organizationally, the necessary safety standards are met. That being said meeting the necessary safety standards may not be the most appropriate, effective, and efficient response level for the increased risk of the new industrial growth within the community.

All members train for critical task and are able to complete necessary medical and fire critical tasks for 3 out of 4 of the district's risk categories. Much credit must be given to our career staff

as they often complete critical task with crew sizes significantly smaller than what could be considered efficient.

In simple terms Crook County Fire & Rescue has successfully answered and mitigated the public's request for service but crew size is often small, multiple simultaneous calls are answered in a progressively less effective, and efficient manner based on current CCF&R standards. Though still safe resources are stretched geographically, CCF&R is not fortunate to have simple and efficient access to mutual aid from neighboring agencies.

The deployment and station/staffing reliability noted above addresses the current risk posed to CCF&R but does not adequately address a new element of risk that the fire district must realize in maximum risk properties.

Recognizing a geographical area of 10 square miles situated on the western edge of the City of Prineville and above the valley floor is an area dominated by industrial growth. This industrial area includes multiple data centers, solar farms, industrial businesses, and a municipal airport that serves general aviation and federal partners. The financial valuation of this geographical area is in excess of 3.5 billion dollars. The current valuation of the entire county is approximately 2.1 billion dollars.

In order to increase and provide appropriate services required for an increasingly dense concentration of maximum risk properties, CCF&R is considering a new response area noted as 1204. This new area will encompass the industrial area discussed above. Shown on a map, it will include an area between the current 1201 and 1202 response areas.

Though the emergency request for service in the 1204 area is not significant we must address the risk posed especially from a financial impact to the city and county. The businesses have made a significant financial investment of billions of dollars to the region. In order to complete the fire district's mission, a plan is being developed to address this added risk.

Discussion above addressing the current deployment capabilities of CCF&R clearly states that the organization can manage historic risk in an appropriate, effective, efficient, and safe manner with the current resources for three out of the four risk categories. CCF&R falls short in addressing the risk presented by the categorized *Maximum Risk* properties.

The addition/growth of the industrial area places a new risk priority upon the fire district, and this must be addressed as the district can only manage the risk posed without the industrial area. Can CCF&R respond and support needs to the large data centers- yes, but not in an appropriate, effective, efficient, and safe manner. **To successfully mitigate risk at these large expensive facilities CCF&R must partner with and become emergency and safety experts in conjunction and supportive of the safety and emergency response members of the data centers.**

Adding a 1204 response area with appropriate staffing and equipment to mitigate risk in the industrial area is imperative to ensure appropriate, effective, efficient, and safe emergency response and mitigation to all types of service request to the industrial area. This new response

area specifically addresses the risk presented by the growing density of *Maximum Risk* properties in the City of Prineville. CCF&R believes that a new service standard for *Maximum Risk* properties is needed. Adequate would be defined as 2 career firefighter/paramedics trained to be safety experts for *Maximum Risk* properties and supportive of the company's response teams for both fire and EMS emergencies. This level of response would be effective if response times within the city limits of Prineville were less than 6 minutes. The district would still struggle to be efficient in numbers of responder but adding two more specifically trained responders would be a step in the right direction.

The situation is- CCF&R must add a fire station and staffing to effectively address risk in the industrial area. Station 1204 will provide an increased element of safety, response, risk mitigation, and expertise to better support the needs of the industrial area. Current facilities, staffing, and response capabilities are at the limit for appropriate, effective, efficient, and safe response excluding *Maximum Risk* properties. The additional response/risk burden of the industrial area potentially takes resources from the already taxed system.

To appropriately address risk in the future to the industrial area and to enhance district wide response CCF&R must develop a 1204 response area.

1204 response area must include facilities, apparatus, equipment, and staffing to appropriately, effectively, efficiently and safely serve the new response area and augment the existing response areas as they too will support and augment the 1204 response area.

Crook County Fire & Rescue intends to provide our customers with the most appropriate, effective, efficient and safe service with the financial resources entrusted to us by the community. With the current growth and anticipated future growth it is imperative that CCF&R leadership plan for and clearly present the future needs to ensure the appropriate and expected service level is provided. The financial and human resource needs to ensure we continue to serve and grow the service in a fiscally prudent manner will require a partnership with the businesses that make up the industrial area. We must plan to work together to serve and mitigate the existing and growing risk in a collaborative fashion that is fiscally responsible and sustainable by all partners.

