



Future Growth and Needs

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

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 outline the district's current and future predicted growth characteristics and how our evaluation of our current service capability compares to what is needed in the future.

Often fire departments evaluate the need to grow based on response/call volume and population. For CCFR another significant issue is the need to address what is an acceptable emergency response in a growing industrial area of approximately 10 square miles that has a tax valuation of nearly double the entire county.

Economically, new growth has played a role in defining the community and local government's 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. 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 district's 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 approximately 4,000 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 medical responses the third 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: 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.

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

Needs:

3 Additional FF/Paramedics: actual cost \$412,000

Affect:

- Increase the consistency of staffing Juniper Canyon Station 1203.
 - Improve consistency of staffing a career Lieutenant partnered with a volunteer at 1203. This may be accomplished by the ability to staff 1203 when one vacancy is present on the shift (vacation or sick)
 - Improve station reliability at 1203 when staffed by providing better capacity in the 1201 response area where the majority of calls are and help is frequently requested.
- Increase the station reliability at the Powell Butte Station 1202.
 - Maintain consistency of staffing a career Lieutenant at 1202. They will be partnered with a part-time member when available or a volunteer.
 - Improve station reliability at 1202 when by providing better capacity in the 1201 response area where the majority of calls are and help is frequently requested.
- Increase the District's emergency response capacity at 1201 by adding an available ambulance focused on Alpha and Bravo responses and appropriate inter-facility transfers.
 - Improve capacity at 1201 by adding one career firefighter/paramedic and partnering them with a qualified EMT/driver to provide an ambulance response to 1st out Alpha and Bravo medical calls. At the discretion of the on duty BC this crew will respond to appropriate 2nd out calls paired to the level of training of the crew and appropriate inter-facility transfers. When needed, this crew may swing to a fire response appropriate to the level of training of the crew.
 - Two career members will be available to staff 1271 for first out Charlie, Delta and Echo responses as well as be available for fire response to support first due engine.

- Two career members including a Lieutenant will be available to staff 1221 or first due fire apparatus and if needed staff 1273 for 2nd out Charlie, Delta or Echo responses at the discretion of the on duty BC.

- Increase capacity and focus on consistent training and preparation that meet District Objectives.
 - Maintain and improve fire standards and training focused on:
 - i. Structure Fire: Low, Medium, High and Extreme Risk occupancies
 - ii. Wildland Fire: Urban interface and Remote property uses.
 - Maintain and Improve Rescue standards and training focused on:
 - i. Motor vehicle crashes
 - ii. Industrial Accident Response
 - iii. Flat water/ice rescue
 - Maintain and Improve Pre-fire planning and community familiarity
 - i. Collect building pre-plan data
 - ii. Develop a process for updating plans and business information

 - Maintain EMS incident response standards and training.

1 Additional Battalion Chief: actual cost \$200,000

Affect:

- Objectives for hiring a 4th Battalion Chief:
 - Increase focus on recruiting and training an adequate number of part-time and volunteer members to meet District staffing objectives.
 - Increase administrative capacity and coordination in the management of the EMS program.
 - Increase training opportunities for all members coordinating a district wide approach to required training, recertification training and specialty training.
 - Increase Duty Officer capacity by helping to cover open shifts
 - Increase focus and resources to the Community Risk Reduction Program investigating opportunities to develop an ambulance based arm of the program.

Areas of Responsibility:

- Coordinate Part-Time and Volunteer Programs to meet the staffing objectives of the District
- Consistency in scheduling, training and evaluation
- Maintain numbers and competency of each program that meet District objectives
- Coordinating EMS Operations

- i. Coordinate Billing Process/GEMT
 - ii. Coordinate Hospital Relationship
 - iii. Coordinate EMS Protocols/SOG's
 - iv. Manage EMS Equipment
- Coordinating District Training Schedule
 - i. Annual Training
 - ii. EMS Recertification
 - iii. Specialty Training Coordination
- Improving Capacity of Duty Officer Coverage
 - i. Assist in Duty Officer Coverage as needed

1 Carrier Office Assistant: actual cost \$112,000

Affect:

- Scheduled staffing of 1201's main entrance during business hours and to give out accurate information and answer the phone.
- Add capacity to assist Chief Officers with administrative projects.

1204 Response Area: actual costs

- **Staffing: total \$912,000**
 - 3 Firefighters: \$412,000
 - 3 Lieutenants: \$500,000
- **Facility and Apparatus: total \$6,750,000**
 - Fire Station and Training Facility:
 - Ladder Truck: \$1,300,000
 - Type 2 Engine: \$450,000

Affect:

As a starting point to provide an appropriate level of service for an increasingly dense concentration of maximum risk properties worth over 4 billion dollars, CCF&R must partner with the safety and emergency response members of the data centers. To accomplish this we must create new response area noted as 1204. Shown on a map, it will include an area between the current 1201 and 1202 response areas. To successfully mitigate risk at these large expensive facilities

Adding a 1204 response area with 2 carrier staff and equipment begins to mitigate risk in the industrial area is a starting point for the district to provide an 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 1204 response area and facilities, apparatus, equipment, and staffing would also augment the existing response areas in the district as they too will support and augment the 1204 response area.

Conclusion

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.

