

2017

Polk County
Fire District No.1



Polk County Fire District No.1



STANDARD OF COVER

Adopted by Polk County Fire District No.1 Board of Directors

DECEMBER 14, 2017

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PURPOSE

The purpose of this Standard of Coverage for Community Emergency Service Response document is to provide the following for our community:

- ❖ A tool for defining baseline emergency response performance standards.
- ❖ A descriptive tool for validating station location decisions.
- ❖ A management tool for determining apparatus type, staffing level, and staffing patterns.
- ❖ A predictive tool for helping to determine workload and ideal unit utilization.
- ❖ A basis for continually measuring performance improvements over time.
- ❖ Policy guidance when dealing with resource procurement and allocation as the District plans for the next 5-10 year period.

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INTRODUCTION

Polk County Fire District No.1 is a combination Career and Volunteer Fire District comprised of four fire stations covering 185 square miles serving a population of approximately 26,000 people in Southeast Polk County and Western Marion County. Designated land uses are varied ranging from urban and suburban areas of Monmouth and Independence, to rural, farm and forestlands in surrounding unincorporated areas. The cities of Monmouth (Pop. 9,745) and Independence (Pop. 9,250) form the heart of the District, with the communities of Buena Vista, Suver, Airlie, and Pedee forming the rural areas. Some of the major features of the District include Western Oregon University, Independence Airport, the Willamette River, small downtown areas, and city parks that host events.

The Fire District is an Emergency Service delivery system providing Fire Suppression, Basic Prevention/Education, Fire Investigations, Fire and EMS Training, and Advanced Life-Support Ambulance. During 2016, the District answered 2,313 calls for service including; 1,745 Medical/Rescue, 58 Fire, 53 Hazardous Condition, 229 Public Service, 172 Good Intent, 52 False Alarms, and 4 Special Incident Types.

STAFFING

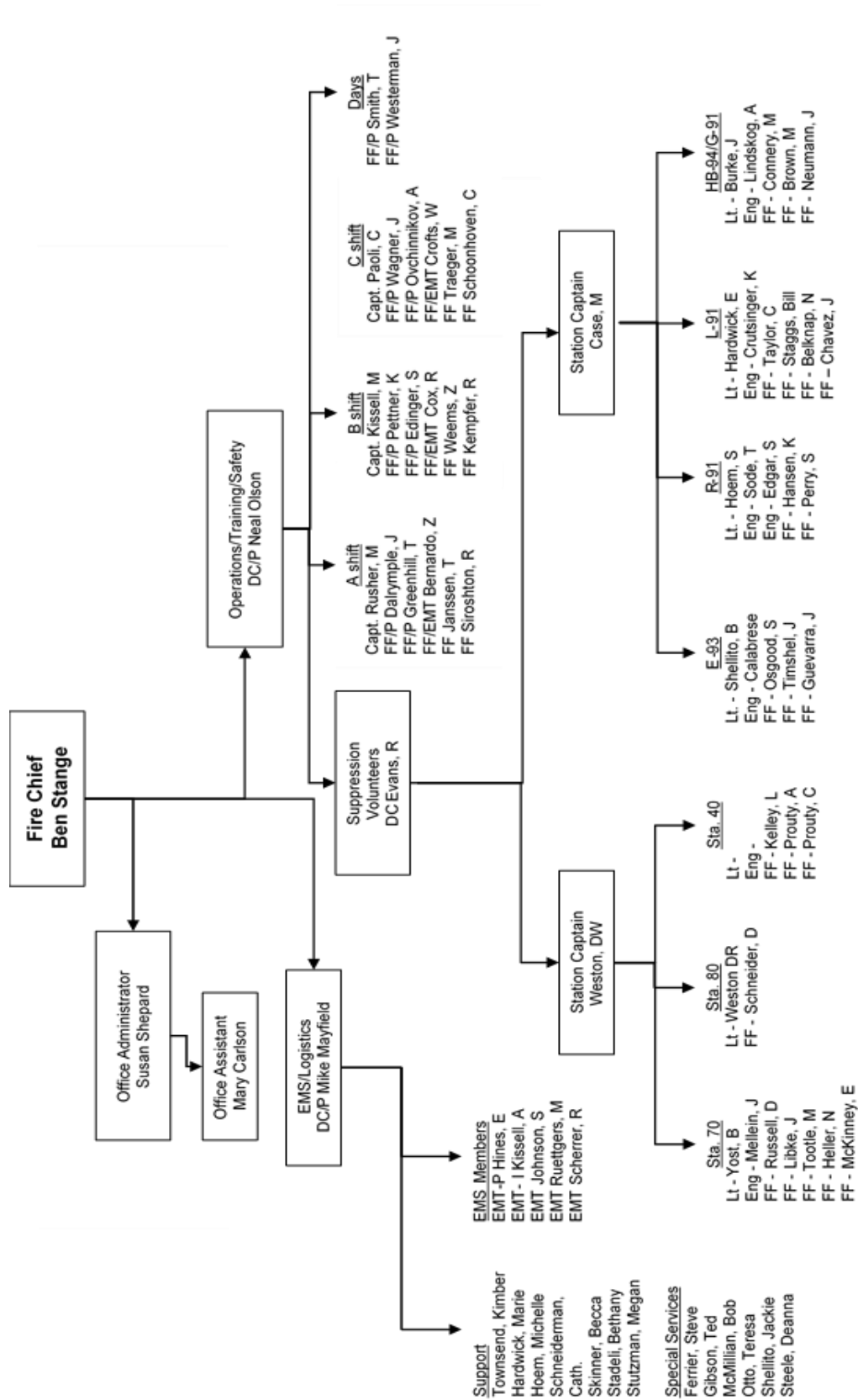
Polk County Fire District No.1 has four fire stations. Volunteers staff three of these stations completely. Station 40 is located in Buena Vista and has been closed for several years but will reopen soon. Station 80 is located in Airlie, Station 70 in Pedee, and Station 90, (the Central Station) in Independence. The District also has Support, Special Services, and EMS only Volunteers.

Station 90 is the only station in the District that is staffed 24/7 with three shifts. Each shift is comprised of a Captain/Paramedic, and two Firefighter/Paramedics on duty for 24 hours a day. There are two additional Firefighter/Paramedics who rotate shifts from 7:00 am to 7:00 pm six days a week and work for 24 hours on Wednesdays. Not only are there career personnel and home responding volunteers at Station 90, but there are also Resident Volunteers who are students pursuing careers in fire and EMS and are assigned rotating schedules when they're not in class. The administrative office is also housed in Station 90.

The District has three full-time Chief Officers, the Fire Chief, a Deputy Chief of Operations and Training, and a Division Chief of EMS and Logistics. A Volunteer Division Chief is in charge of the Volunteers. The District has an Office Administrator and an Office Assistant.

GOVERNANCE AND BUDGET

Polk County Fire District No.1 is organized as a Special District under ORS 478. It is the result of the merging of Independence Fire Department, Monmouth Fire Department, Southeast Polk Rural Fire Protection District, and the Pedee Community Volunteer Fire Department. The District is governed by an elected five-member Board. The District's permanent tax rate is \$1.5038 per \$1,000 of assessed value, an operating levy of .19 cents and a General Obligation Bond.



Bullpen
 Lt. Nisbet, J
 FF - Graham, R
 Capt. - Johnson, J (LOA)

MISSION, VISION, VALUES, & PRIORITY PLANS

MISSION STATEMENT

“Serving Because We Care”

VISION STATEMENT

An organization recognized as a leader, grounded in teamwork, commitment and compassionate, dedicated to providing professional services to our communities.

VALUES STATEMENT

- We respect our customers and understand that serving our community is a privilege.
- The organization strives for excellence in personnel recruitment, retention, training, and personal career development.
- We recognize the importance of balancing the needs of the individual, family, and organization.
- Each person in the organization is a vital member of a family that values honesty, integrity, equality, respect, open communication and one’s limitations and abilities.
- At all times, each member will conduct themselves in such a manner that will enhance the image and reputation of Polk County Fire District No.1.

PRIORITY PLANS

In March of 2017, leaders of the Fire District convened for a “priority planning” session to determine the District’s priorities over the coming years. Members of the group represented the administration, Board of Directors, line staff, Union, volunteers, Volunteer Association, and the rural stations. The following is a list of the priorities that were created. They are weighted as priority level 1-3 with 1 being the most important and 3 being less urgent.

- **Create a Standard of Cover (Priority Level 1)**
Create a Standard of Cover for adoption by the Board that includes benchmarks of response.
- **Secure/Improve Funding (Priority Level 1)**
Determine the necessary funding to provide adequate service to the District and explore ways to secure the funding including levies, grants, and any other sources.
- **Reduce Liabilities (Priority Level 1)**
Assure that the District is complying with OSHA requirements.
- **Health and Safety (Priority Level 1)**
Explore ways to incentivize or require improved fitness of employees and volunteers.

- **Training (Priority Level 1)**
Clarify and track appropriate training for all ranks while expanding and improving training opportunities.
- **Apparatus Plan (Priority Level 1)**
Maintain an apparatus plan for the District.
- **Cultural Attention (Priority Level 1)**
Re-evaluate mission and vision statements.
- **Effective SOG's (Priority Level 2)**
Standardize and communicate SOG's.
- **Volunteer Recruitment and Retention (Priority Level 3)**
Develop a recruitment plan and set target staffing.
- **Improve Facilities (Priority Level 3)**
Focus on reducing unnecessary items and explore long term needs.

RISK ASSESSMENT

GEOSPATIAL CHARACTERISTICS

- The boundaries of the Fire District extend beyond the cities of Monmouth and Independence and include the communities of Buena Vista, Suver, Airlie and Pedee. The District boundaries also extend a little bit into Marion County covering residential & farming properties off of River Rd. S. and Riverside Dr. S.
- There are changing urban growth boundaries and zoning ordinances in the cities of Monmouth and Independence.

TOPOGRAPHY

- Waterways: The Willamette River divides Polk and Marion County. There is only one access across the river in Independence. Ash Creek runs through the town of Independence which results in several roads being broken up into multiple segments.
- Mountains: The Pedee area has several substantial mountains owned by private and public entities. Many are only navigable by logging roads.

TRANSPORTATION NETWORKS

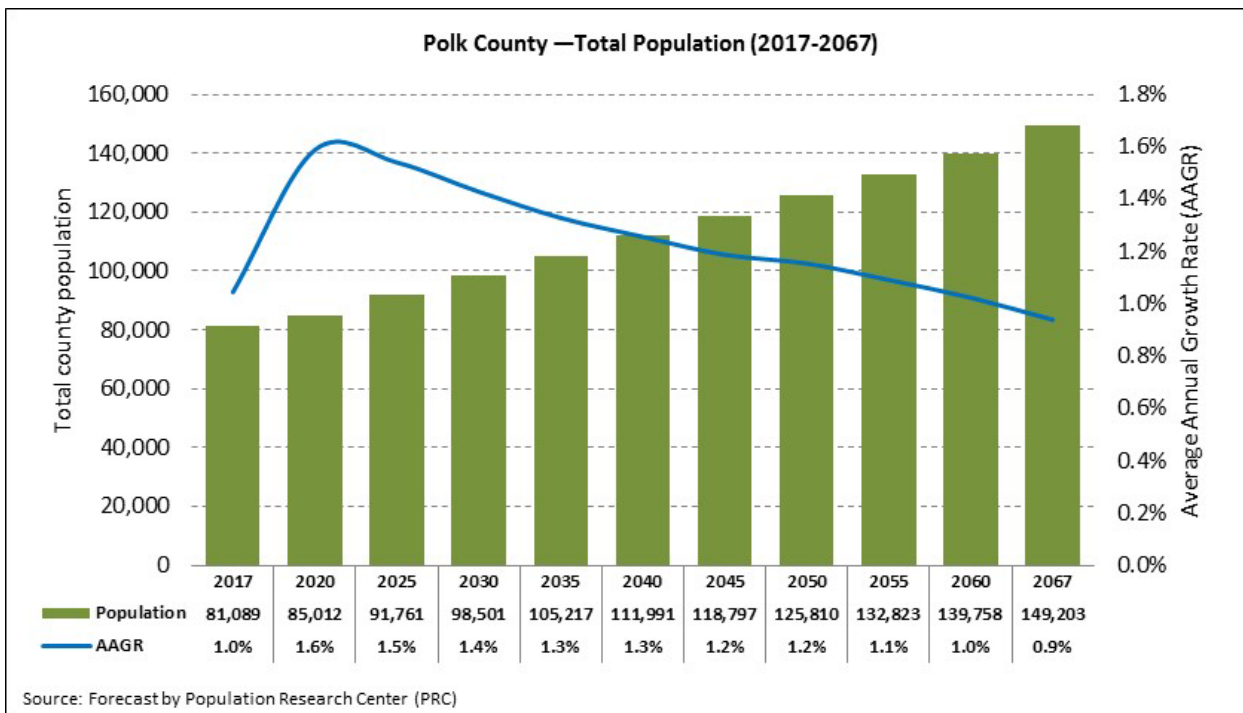
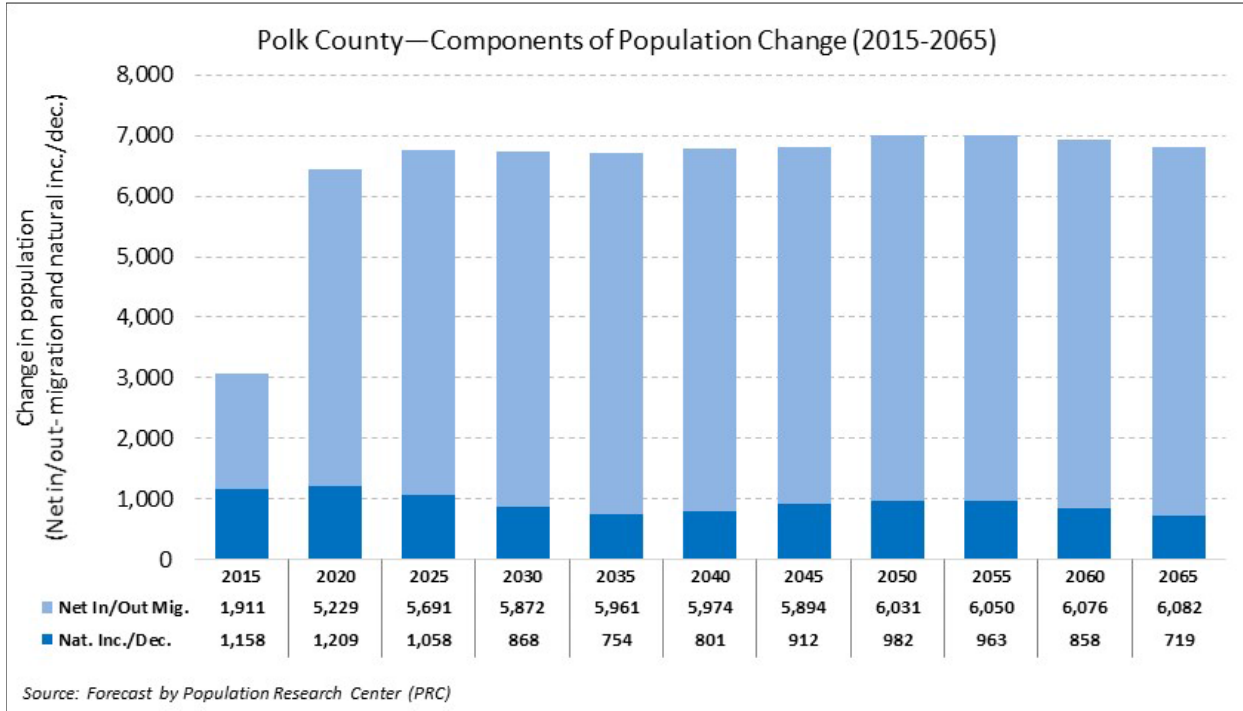
- Highways: Highway 99W, 51, and 223 all go through the Fire District. The most significant is Highway 99W which experiences not only local traffic, but many commercial trucks as well.
- Railway: There are two railways within the District. One is in Marion County and parallels River Rd. S. The other runs north-south in Polk County traversing across Independence further limiting the number of continuous roads that reach the East side of Independence.
- Airports: Independence State Airport is in Independence with a 3,000' runway. There are various fields in the District that serve as small private runways.

DEVELOPMENT AND POPULATION GROWTH

The following information is from the Population Research Center at Portland State University. It is important to note that much of the information is compiled for the County as a whole and not specific to the boundaries of Polk County Fire District No.1. The 2017 Preliminary Coordinated Forecasts for Polk County, its Urban Growth Boundaries, and other Area Outside UGB's is as follows:

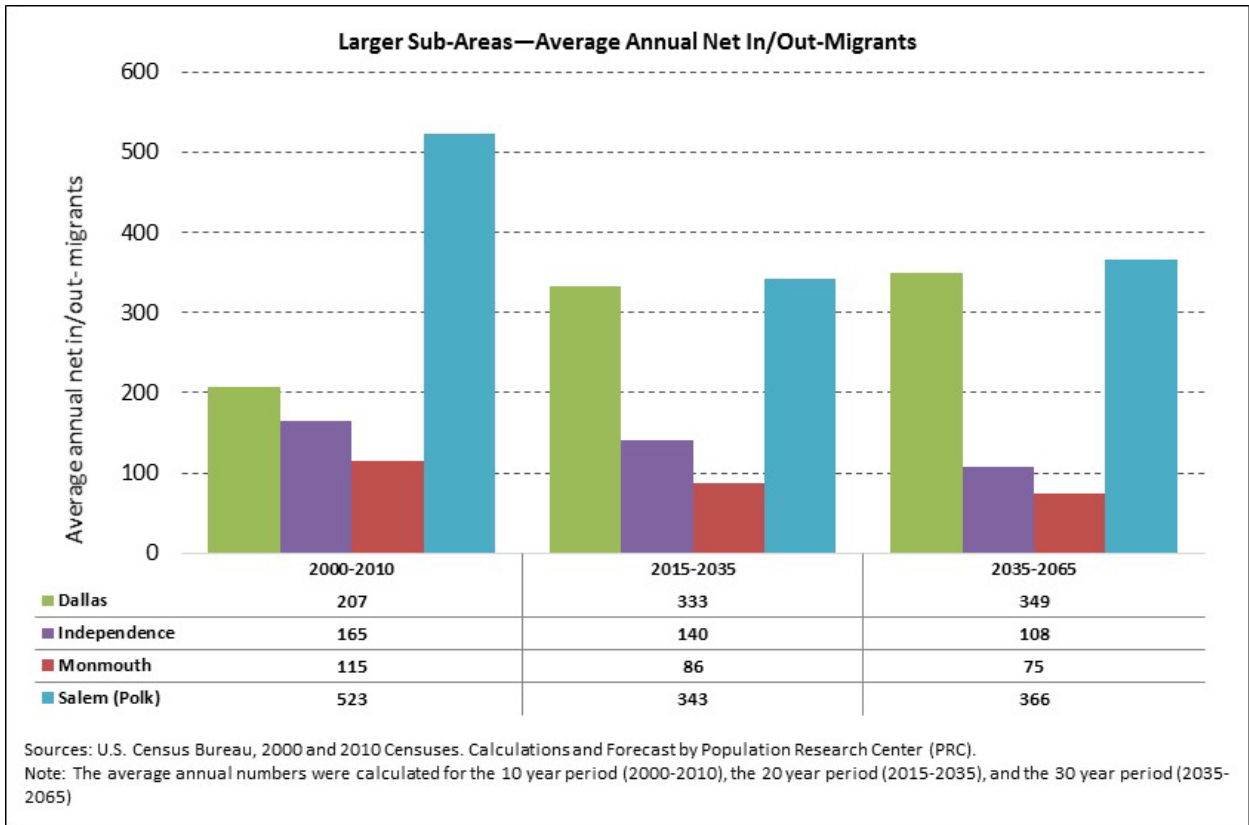
- In general, as the economy continues to strengthen we assume an increase in net in-migration and a corresponding growth in housing construction.
 - Despite a slow down towards the end of the last decade, recent net in-migration will accelerate in the nearer-term and then decline a bit.
 - Net in-migration will occur over the entire forecast horizon.
- We incorporate national trends into our assumptions for fertility and mortality rates.
 - As a result of aging Baby Boomers, deaths increase and peak in 2040, with total deaths slowing thereafter.

- Total fertility rates decline throughout the entire forecast period.
- As a result the County will continue to experience natural increase but at a diminishing magnitude.
- Population increases will become more dependent on net in-migration.





Source: Forecast by Population Research Center (PRC)



Historical and Forecast Populations for Monmouth and Independence

	Historical			Forecast				
	2000	2010	AAGR (2000-2010)	2017	2035	2067	AAGR (2017-2035)	AAGR (2035-2067)
Independence	6,248	8,696	3.4%	9,327	13,807	21,746	2.2%	1.4%
Monmouth	7,834	9,958	2.1%	9,946	12,947	17,712	1.5%	1.0%

- Areas outside the Urban Growth Boundaries should see a 1.0% annual increase through 2035 and 0.7% from 2035-2067.

PERSONNEL RESOURCES

Career personnel work schedules consisting of a 48-hrs on/96-hrs off (2 days on and 4 days off), 365 days a year. In addition, there are two Firefighter/Paramedics who work alternating 12 hour shifts 7 days a week (and all night on Wednesdays). Typically the shift personnel, consisting of career staff along with Resident Volunteers, are able to staff the first medic and either an addition medic or the first out engine out of the Central Station in Independence. The shift staff is augmented by available volunteer fire, EMS and support personnel.

Day time response is difficult with many of the Volunteers working and most Resident Volunteers at school. It is often necessary to rely on Chief Officers to respond not only for large calls, but also for overlapping calls that occur.

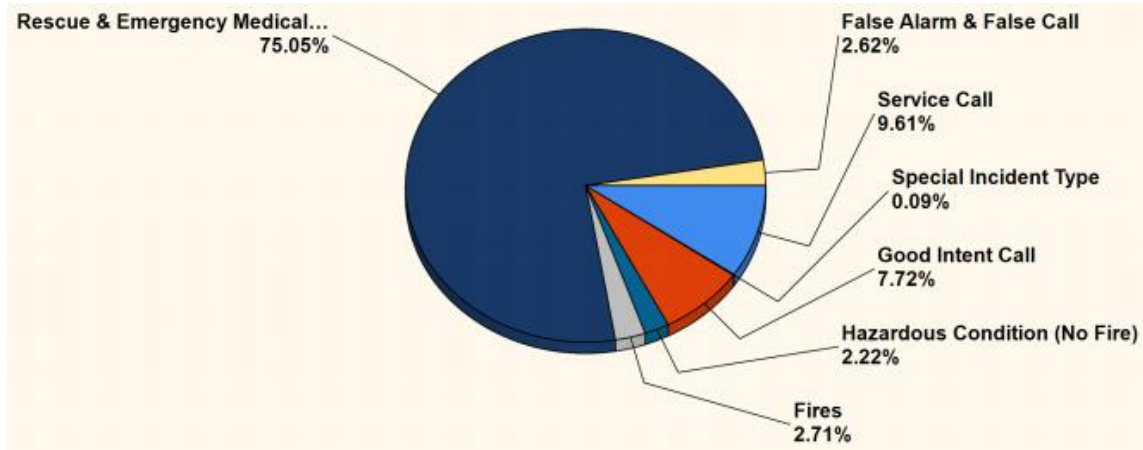
It is difficult for the District to keep enough Volunteers engaged particularly at the rural stations. In 2016, seven Volunteers from Station 70 responded to at least 25% of the calls dispatched and seven Volunteers from Station 90 responded on at least 25% of the calls dispatched.

The District utilizes Resident Volunteers as a part of response. There are no requirements as to what certifications they must have. There are times when nearly all residents are certified FF's and EMT-Basics. Typically these periods will last for a few months and are followed by a mass exodus of Residents with new ones taking their places at the start of their educations. For that reason there will often be several months with improved staffing, particularly of first-out apparatus followed by several months of difficulty achieving goal response times.

PROBABILITY

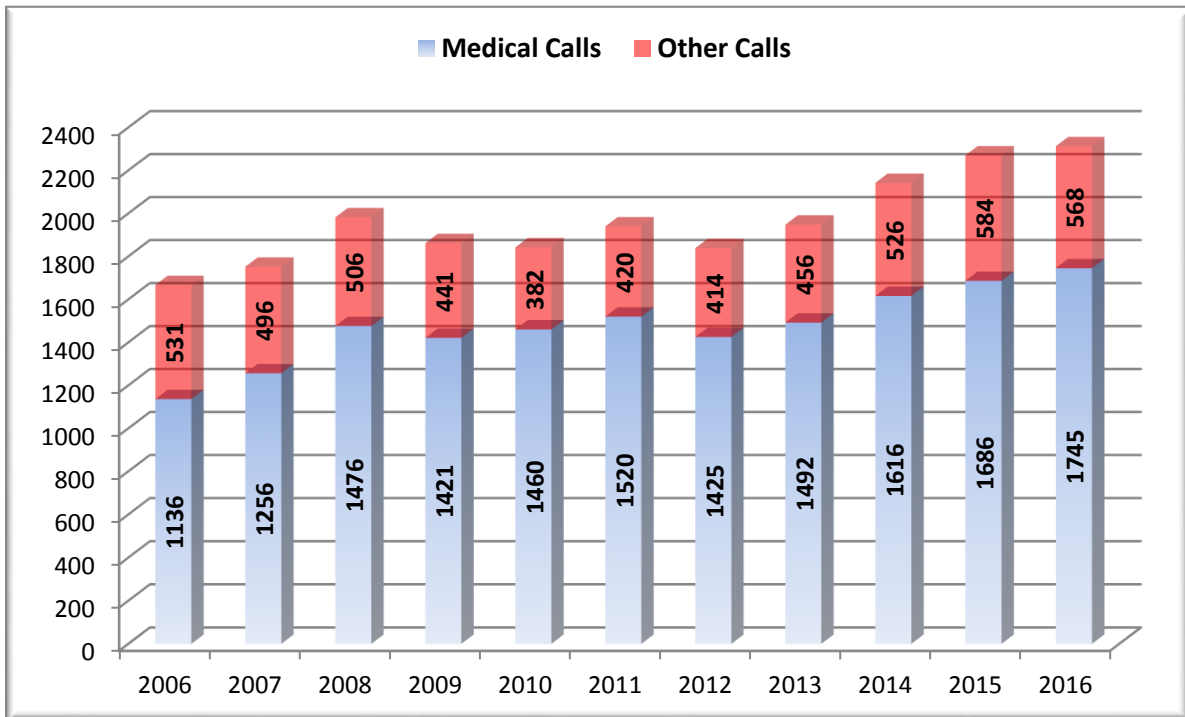
CALL TYPES

Makeup of call responses 2014-2016

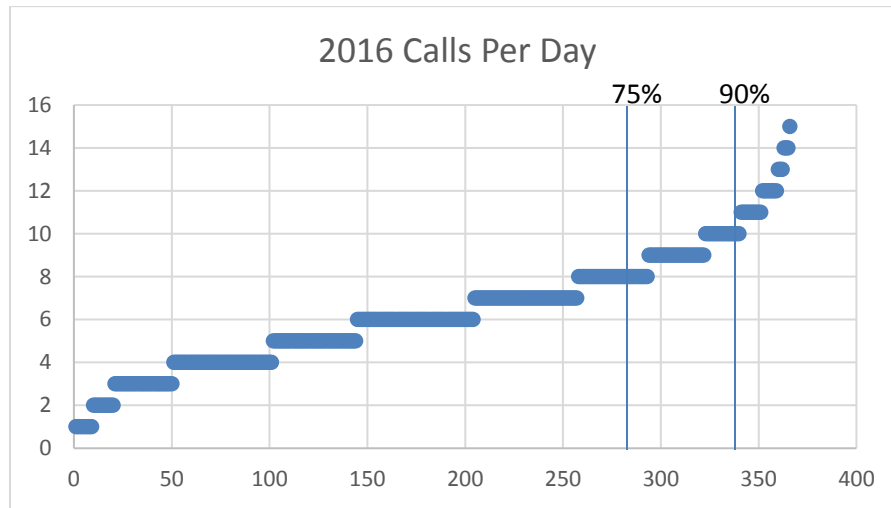


CALL VOLUME

Historical Call Volume



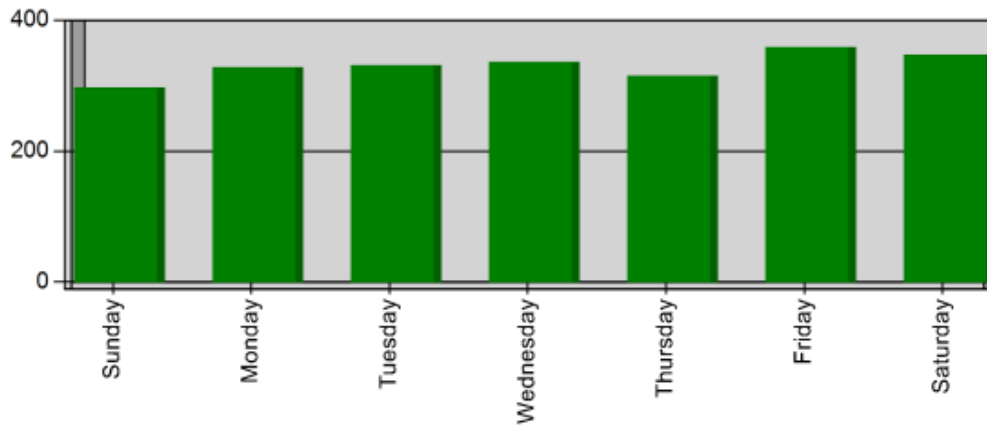
Average Calls Per Day



- The average number of calls per day in 2016 was 6.3.
- 75% of the days experienced call volumes of 8 calls or fewer.
- 90% of the days experienced call volumes of 10 calls or fewer.

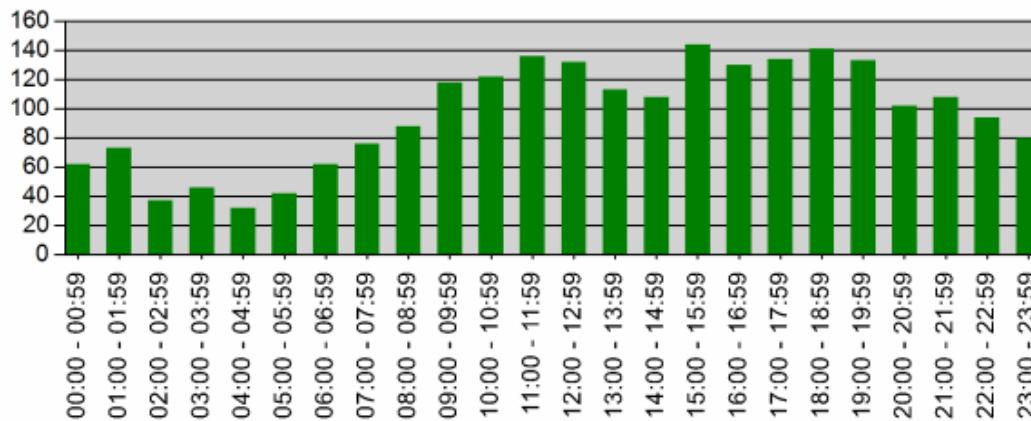
Incidents by Day of the Week for Date Range

Start Date: 01/01/2016 | End Date: 12/31/2016

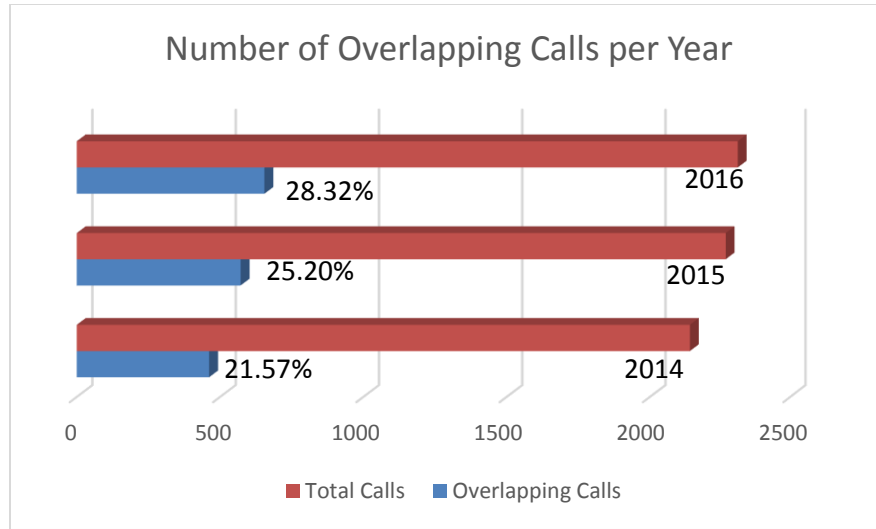


Incidents by Hour for Date Range

Start Date: 01/01/2016 | End Date: 12/31/2016



Overlapping Calls



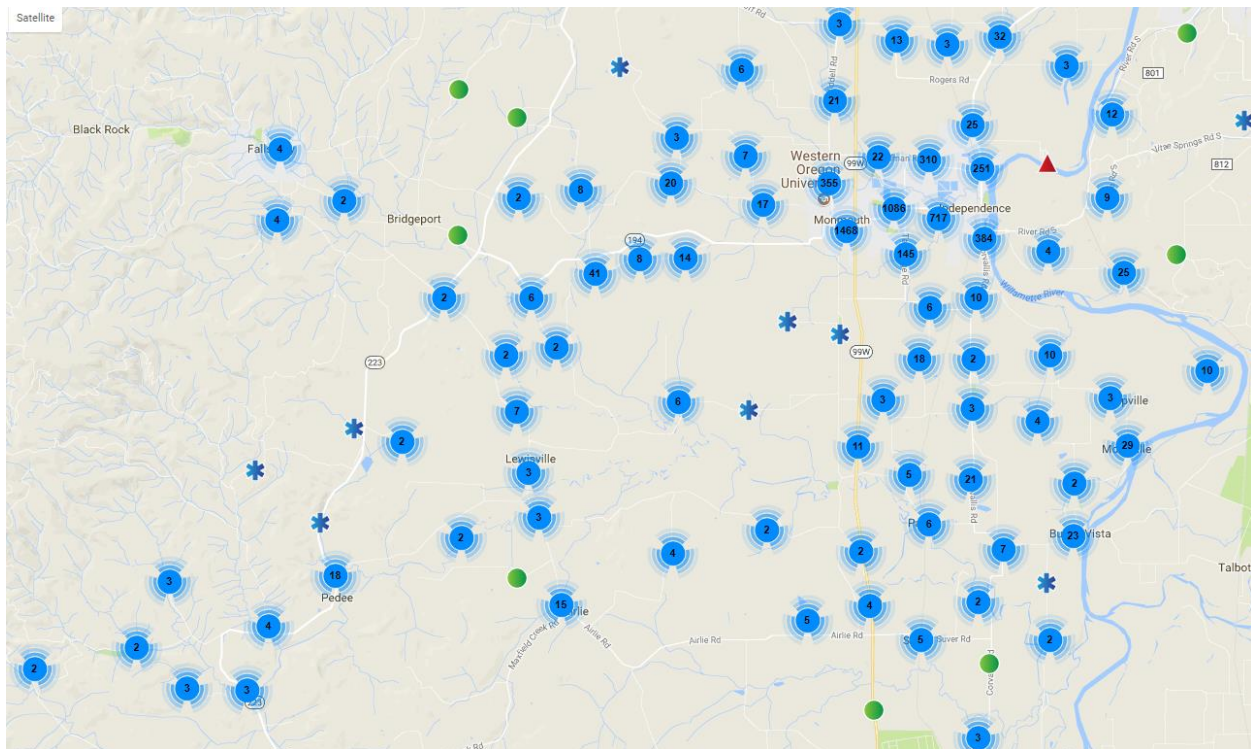
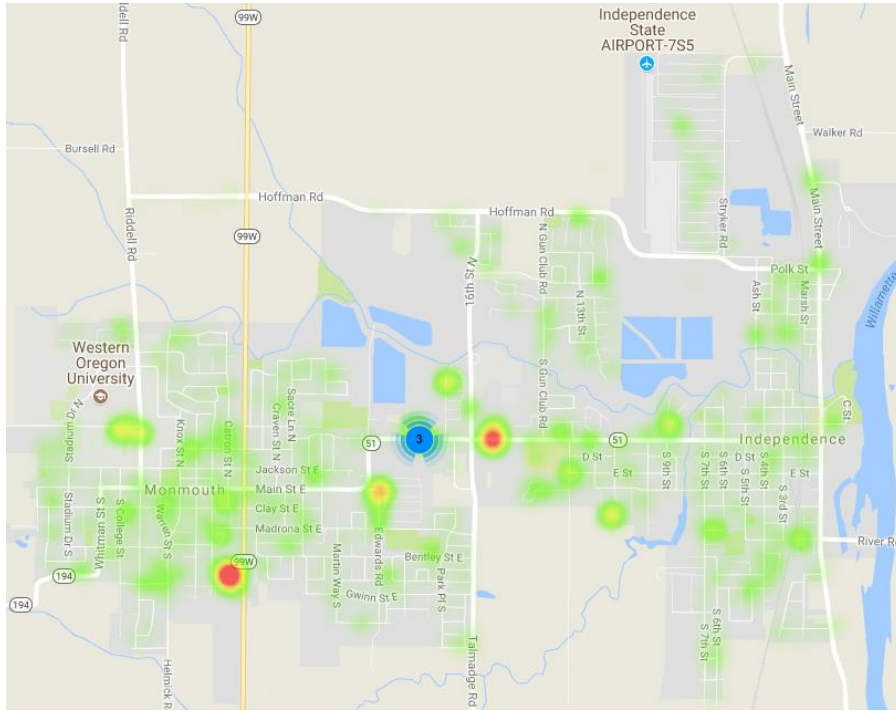
Percentage of calls overlapping vs calls for the month. Highlighted months indicate those with over 187 responses.

UNDER 187 CALLS			OVER 187 CALLS		
Total Calls	Overlapping		Total Calls	Overlapping	
153	29	18.95%	187	47	25.13%
163	35	21.47%	188	45	23.94%
165	55	33.33%	190	65	34.21%
166	27	16.27%	191	49	25.65%
167	33	19.76%	191	43	22.51%
168	42	25.00%	191	44	23.04%
169	30	17.75%	192	37	19.27%
176	37	21.02%	192	51	26.56%
176	34	19.32%	195	65	33.33%
177	41	23.16%	203	40	19.70%
177	38	21.47%	204	59	28.92%
180	37	20.56%	207	47	22.71%
181	34	18.78%	210	58	27.62%
181	40	22.10%	212	47	22.17%
182	43	23.63%	216	76	35.19%
183	59	32.24%	218	122	55.96%
184	43	23.37%	219	66	30.14%
185	32	17.30%			
186	39	20.97%			

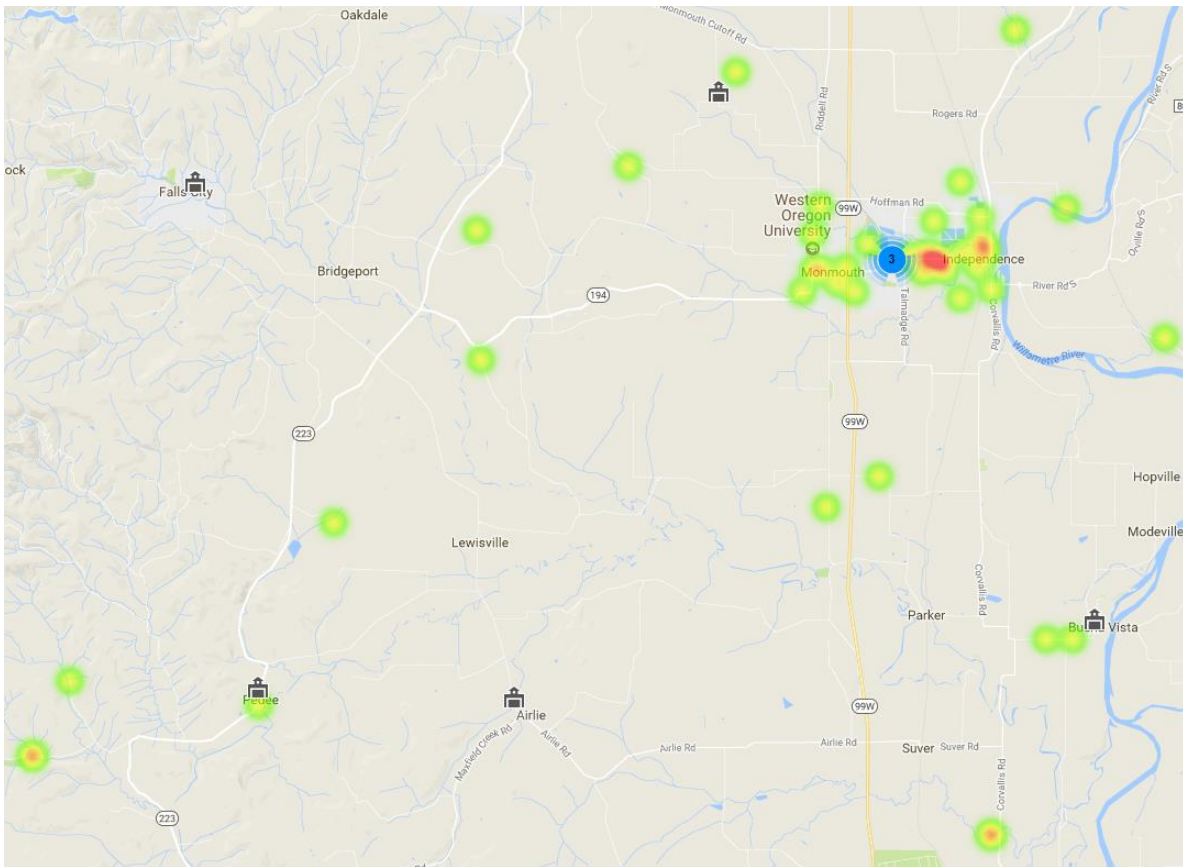
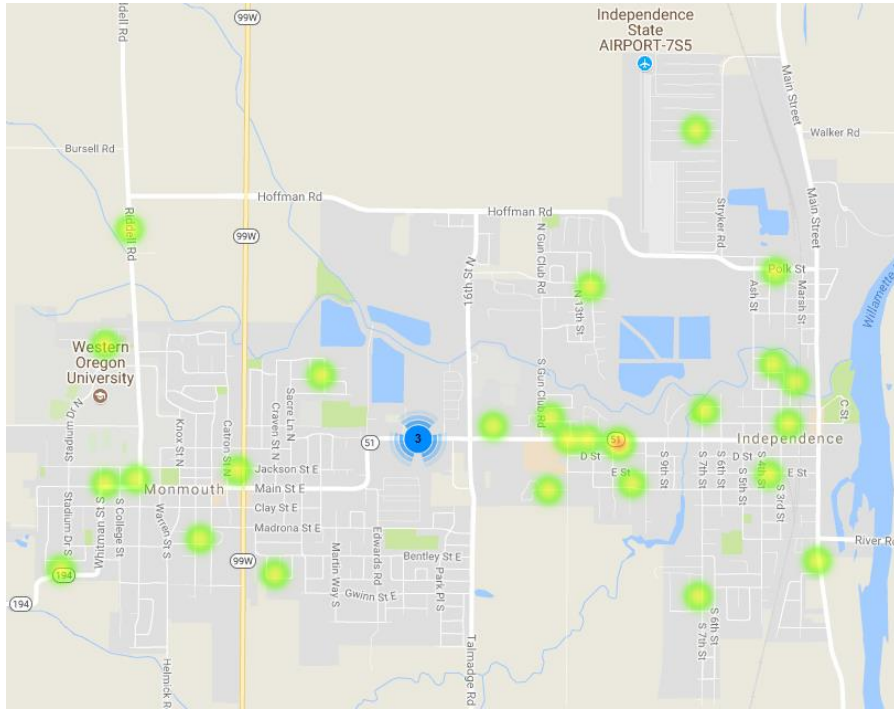
CONCENTRATION

Geographical Distribution of Responses – The following is a “heat map” of call volume from 2014-2016.

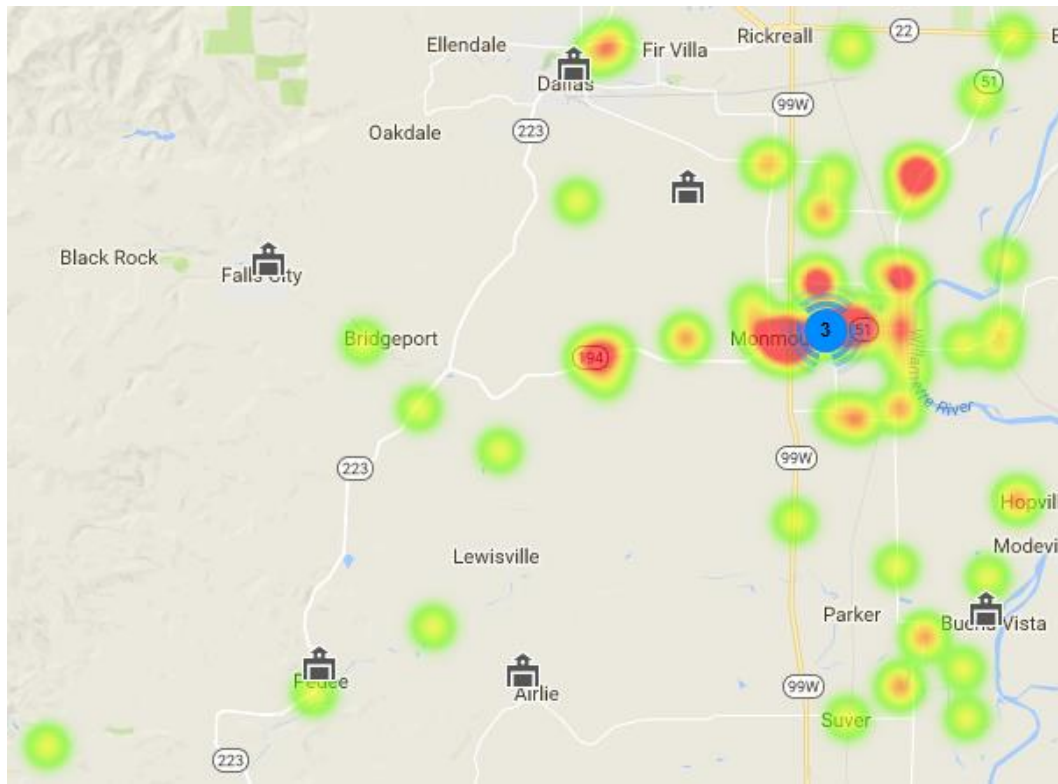
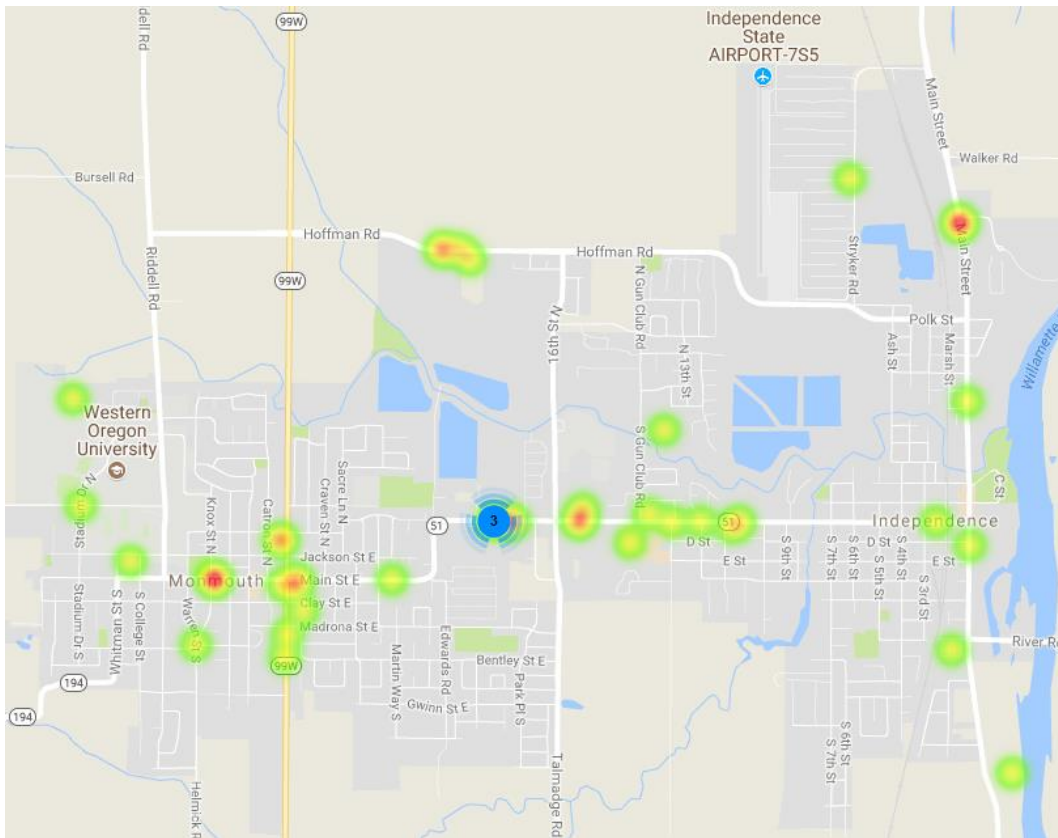
All Calls



Structure Fires

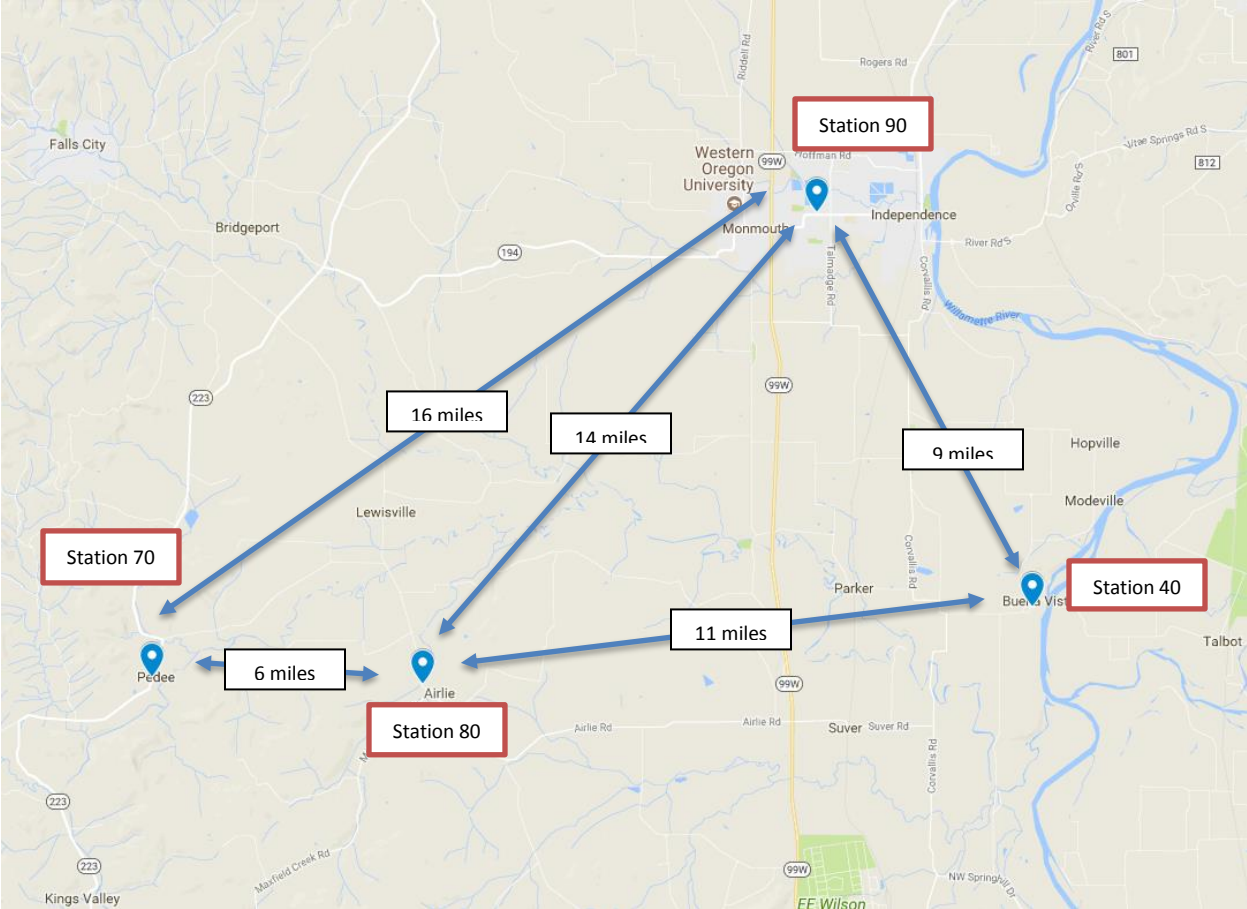


Motor Vehicle Accidents with Injuries



DISTRIBUTION OF RESOURCES

STATION LOCATIONS



DISTRIBUTION OF VEHICLES

	Station 40	Station 70	Station 80	Station 90
Water Tenders	1	1	1	1
Interface Engines		1	1	1
Type 6 Engines				1
Custom Engines				2
Ladder Truck				1
Heavy Rescue				1
Ambulances				3

Station 90 – Central Station



1800 Monmouth St., Independence Oregon, 97351

M-91: ALS Ambulance

M-92: ALS Ambulance

M-93: ALS Ambulance



E-92: Type 1 Custom Engine



E-93: Type 1 Custom Engine



L-91: Ladder Truck



HB-94: Type 1 Interface Engine



R-91: Heavy Rescue



G-91: Type 6 Engine



T-91: Water Tender

Station 40 – Buena Vista Station



11350 Church St., Independence Oregon, 97351

T-41: Water Tender



- *When Station 40 opens back up, it will receive the type 1 interface engine from Station 80.*

Station 80 – Airlie Station



14775 Airlie Rd., Monmouth Oregon, 97361



E-81: Type 1 Interface Engine

T-81: Water Tender



- *When Station 40 opens back up, it will receive the type 1 interface engine from Station 80.*

Station 70 – Pedee Station



12485 Kings Valley Highway, Monmouth Oregon, 97361

E-71: Type 1 Interface Engine



T-71: Water Tender

TIME & ON-SCENE PERFORMANCE

RESPONSE PERFORMANCE STANDARDS

Cascade of Events - the Response Time Continuum

Response time elements are a cascade of events. This cascade is similar to that used by the medical community to describe the events leading up to the initiation, mitigation, and ultimate outcome of a cardiac arrest. It is imperative that you keep in mind that some of the intervals described can be directly influenced by the fire service (reflex interval and travel interval), while others can be influenced indirectly (through public education, engineering initiatives, and standards).

MEASURES

Time Points and Time Intervals

The response performance continuum is composed of the following time points and time intervals:

- **Event Initiation Point** – the point at which factors occur that may ultimately result in an activation of the emergency response system. Precipitating factors can occur seconds, minutes, hours, or even days before a point of awareness is reached. An example is the patient who ignores chest discomfort for days until it reaches a critical point at which he/she makes the decision to seek assistance (point of awareness). It is rarely possible to quantify the point at which event initiation occurs.
- **Emergency Event Awareness** - the point at which a human being or technologic “sentinel” (i.e., smoke detector, infrared heat detector, etc.) becomes aware that conditions exist requiring an activation of the emergency response system. This is considered the point of awareness.
- **Alarm** - the point at which awareness triggers an effort to notify the emergency response system. An example of this time point is the transmittal of a local or central alarm to a public safety answering point. Again, it is difficult to determine the time interval during which this process occurs with any degree of reliability. An interval which we shall call the alarm transmission interval lies between the awareness point and the alarm point. This interval can be significant, as where the alarm is transmitted to a distant commercial alarm monitoring organization which then retransmits the alarm to the local 9-1-1 and dispatch facility.
- **Notification** - the point at which an alarm is received by the public safety answering point (PSAP). This transmittal may take the form of electronic or mechanical notification received and answered by the PSAP.
- **Call Processing Interval** - the interval between the first ring of the 9-1-1 telephone at the dispatch center and the time units are dispatched. This can, if necessary, be broken down in to two additional parameters: call taker interval (the interval from the first ring of the 9-1-1 telephone until the call taker transfers the call to the dispatcher) and dispatcher interval (the interval from the time when the call taker transfers the call to the dispatcher until the dispatcher (CAD operator) dispatches units.
- **Dispatch time** - the time when the dispatcher, having selected appropriate units for response, initiates the notification of response units.
- **Reflex or Turnout Interval** - the interval between units being dispatched and the time when the responding crew activates the responding button on the mobile computer terminal or notifies dispatch by voice that the company is responding. During the reflex interval, crews cease other

activities, don appropriate protective clothing, determine the location of the call, and board and start the fire apparatus. It is expected that the responding signal will be given when personnel are aboard the apparatus and the apparatus is beginning to roll toward the call. For volunteers, this is also the time that it takes to respond to the station from their daily activities.

- **En route Time** - the point at which the responding apparatus signal the dispatch center that they are responding to the alarm.
- **Travel Interval** begins at the termination of the reflex interval, and ends when the responding unit notifies the dispatcher unit that it has arrived on scene (again, via voice or MDC notification)
- **Response Interval** - Reflex time plus travel time.
- **On-Scene Time** - the point at which the responding unit arrives on scene.
- **Initiation of Action** - the point at which operations to mitigate the event begin. This may include size-up, resource deployment, etc.
- **Termination of Incident** - the point at which unit(s) have completed the assignment and are available to respond to another request for service.

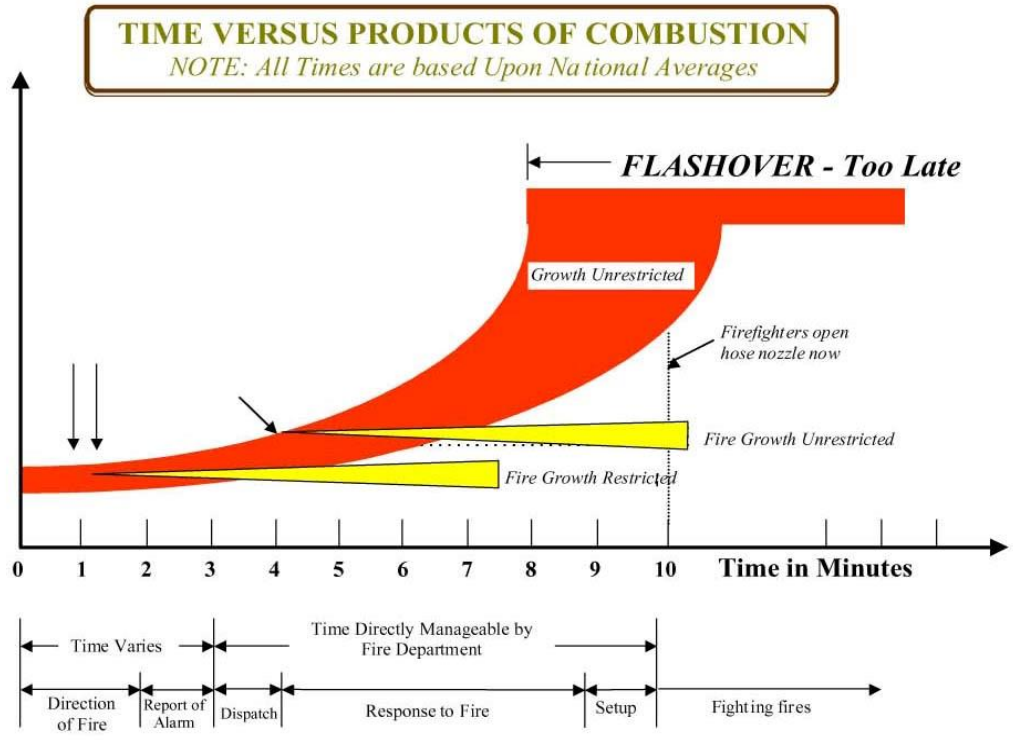
VALIDATION OF HISTORICAL INDUSTRY STANDARDS

Time – Temperature Curve

The “time-temperature curve” standard is based on data from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), which have established that a typical point source of ignition in a residential house will “flash over” at some time between 5 and 30 minutes after ignition, turning a typical “room and contents” fire into a structural fire of some magnitude.

The utility of the time-temperature curve for fire station placement is limited by a number of factors.

1. It does not account for the time required for the existence of a fire to be “discovered” and reported to the fire department via the 9-1-1 system.
2. The time from ignition to flashover varies widely (5-30 minutes depending on building characteristics); thus it cannot provide a valid basis for the allocation of resources.
3. The curve is constantly shifting, given the numerous changes in building construction, built-in suppression systems, the increase use of fire-resistive materials for furniture and other items typically found in the interior of occupied buildings. Although these factors are true, there is considerable evidence that early intervention is critical to limit property loss and save lives.



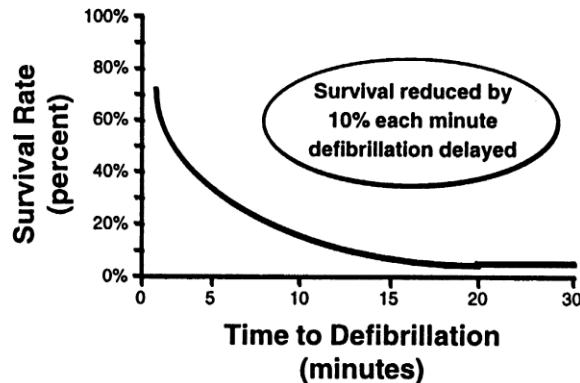
Elements of Response Time

The recommendation for response time is based on time standards set by local and professional standards (NFPA 1710, 1720). This information suggests that intervention at a structure fire prior to the flashover stage is crucial. Smoke alarm activation or awareness of a fire in progress does not occur until approximately 18-20 minutes after initiation of the event. From this point of awareness and time until notification occurs, conditions deteriorate rapidly with maximum temperatures and flashover occurring within an 8-10 minute time frame. Flashover is that point of a fire's growth at which there is a significant shift in its threat to life and property. From an emergency medical perspective, the six-minute time frame is used as a means of service level measurement. Brain damage is very likely in cardiac arrest patients after six minutes without oxygen flow to the brain. The American Heart Association also refers to a ten-minute frame in which external defibrillation provides for the greatest chance of survival.

The Federal Occupational Health and Safety Act (Federal – OSHA) and State of Oregon OSHA rules dictate firefighter safety and have established minimum standards for communications, safety officers, incident command, equipment, and most significantly, parameters on when firefighters can enter immediately dangerous to life and health (IDLH) environments. The IDLH staffing requirements from OSHA, known in the fire service as “2-in, 2-out” is the primary reason for the development of fire apparatus staffing that can meet search and rescue objectives with the first-due fire apparatus.

Cardiac Arrest Survival Data

In Districts like Polk County Fire District No.1, where the fire service is the principal provider of EMS first response, the “chain of survival” standard developed by the American Heart Association often is used to provide guidance for station locations. The chain of survival suggests that basic life support (CPR and defibrillation) should be available to the victim of a cardiac arrest within 4 minutes of the event, and that advanced life support (Paramedic service) should be available within 8 minutes or less of the event. Early notification of emergency response services is thus paramount to successful resuscitation efforts.



This external standard also provides little true guidance. Cardiorespiratory arrest calls constitute a very small percentage of the District’s emergency responses.

Responders and Prehospital Response Times (ORS Chapter 333):

Trauma system patients shall receive prehospital emergency medical care within the following prehospital response time parameters 90 percent of the time:

- Urban area, an incorporated community of 50,000 or more population — 8 minutes;
- Suburban area, an area which is not urban and which is contiguous to an urban community. It includes the area within a 10-mile radius of that community's center. It also includes areas beyond the 10-mile radius which are contiguous to the urban community and have a population density of 1,000 or more per square mile — 15 minutes;
- Rural area, a geographic area 10 or more miles from a population center of 50,000 or more, with a population density of greater than six persons per square mile — 45 minutes;
- Frontier area, the areas of the state with a population density of six or fewer persons per square mile and are accessible by paved roads — 2 hours;

ON-SCENE OPERATIONS, CRITICAL TASKS, & ESTABLISHING AN EFFECTIVE RESPONSE FORCE

On-scene operations, critical tasking, and effective response force are the elements of a standards of cover study that determine staffing levels, number of units needed, and duties to be performed on the fire ground. A fire district must be able to determine what tasks need to be completed in order to have a positive influence on the outcome of the situation, and the number of personnel and apparatus required to complete those tasks.

Call Types and Assigned Apparatus

Incident scenes are unpredictable in many ways. While it is possible to state what critical tasks must be accomplished in order to mitigate the incident, it is not always possible to predict how many fire fighters it will take to accomplish those tasks. The number of personnel and the amount of equipment necessary to accomplish the critical tasks listed will vary due to the following factors:

- a) delayed response;
- b) building construction;
- c) number of occupants;
- d) physical and emotional condition of occupants;
- e) extent of fire upon arrival (flashover);
- f) built-in fire protection;
- g) area of fire involvement;
- h) firefighter or civilian injuries; and
- i) equipment failure

Progression of Emergency Situations

It is recognized that not all emergencies will be handled by the initial response force. Specifically, a major incident within the district will quickly deplete our resources. During situations that exceed the capabilities of the first due apparatus. The I/C or resource officer will request for additional resources, first from within the fire district, then from the mutual-aid agreements that are in effect. Request for outside assistance will be made by the I/C on-scene.

RISK STATEMENT OF POLK COUNTY FIRE DISTRICT NO.1

- We will risk a lot, in a calculated manner, to save savable lives.
- We will risk a little, in a calculated manner, to save savable property.
- We will risk nothing to save lives or property that are already lost.

“Actions “in a calculated manner” require:

- Incident Command established
- Proper personal protective equipment
- Accountability system established
- Safety procedures in place
- Continuous risk assessment by all members

ON-SCENE OPERATIONS - FIRE

Critical Tasks

These are the most important and immediate tasks that must be completed in a timely manner by personnel on scene at any type of incident to prevent escalation of the incident to a catastrophic condition that threatens life loss and/or property destruction. In this section the critical tasks are identified that are necessary to be performed at each type of incident, and the minimum number of personnel to be effective is specified. Allocation of personnel assumes that crews are committed to those assigned tasks, and are not available for re-assignment until the incident has been mitigated sufficiently to allow their release. The following charts show the minimum personnel needed to complete the critical tasks. These show our first alarm assignment only. Greater alarms will generally require resources from our mutual aid partners.

Firefighter Safety is our first priority

The three Strategic Priorities are: **Life Safety** for the public and our own firefighters, **Incident Stabilization**, and **Property Conservation**, considered in that order.

An **offensive attack** is used when the first arriving company officer determines that they have sufficient resources to combat the fire and mitigate the incident. This strategy is a decision process based on size of the fire, material burning, safety of our personnel, and resources available. In this action fire crews enter the building and combat the fire.

A **defensive attack** is used when the first arriving Company Officer determines that the resources are not sufficient to combat the fire from inside the building, or the building is clearly lost, or safety factors that pose a threat from collapse of the structure, heat or products involved in the fire. In this action, fire crews fight the fire from outside the building with the idea that the building will be a total loss. The incident commander will direct efforts to reducing the hazard, protection of adjacent property, and protection of the environment.

Transitional attack is a combination of defensive tactics to contain and hold the fire until enough resources arrive to be able to change tactics to offensive.

Command/ISO/Accountability

The first arriving officer is responsible for Incident Command. As the Incident Commander (IC), this person fulfills all command staff duties until he/she delegates them. This function includes:

- sizing up the situation
- assessing available resources and identifying the problem
- setting the objectives of the operation
- deciding on and communicating a plan of action
- coordinating the activities of the crew for maximum effectiveness
- monitoring the safety of the operation (see ISO, below)

- monitoring the location of all personnel (see Accountability, below)

ISO (Incident Safety Officer)

This position, required by the State of Oregon Occupational Safety and Health Administration (OR-OSHA) on every fire, monitors the safety of the operation and reports directly to the Incident Commander: During the initial response, the IC is the ISO. This person must do the following:

- Continually observe the operation for potential hazards, watching for
- Potential collapse hazards
- Power line hazards
- Unsafe practices and conditions
- Required safety equipment
- Other hazardous concerns and issues
- Stop any operation which jeopardizes the lives and/or safety of personnel

Accountability

The IC will be the Accountability Officer until there are enough resources on scene to assign someone to:

- Monitor the location, position and condition of every person in the hazard zone
- Keep the Passport system current
- Call for a Personnel Accountability Report when needed
- Notify the IC if any personnel are unaccounted for

Pump Operations/Water Supply

The Apparatus Operator (Driver, Pump Operator or Engineer) on the initial attack engine is responsible for:

- Functioning as the designated water supply officer
- Maintaining a usable flow of water to the attack hose line
- Assisting with making the appropriate equipment available to the attack crew
- Monitoring the scene for safety issues.
- Ensuring that a stable water supply is set up.
- In an area with hydrants:
- Connect and charge the hydrant line
- In a non-hydranted (rural) area:
- Assist with setting up portable reservoir
- Coordinate water tender shuttle

Fire Attack

The fire attack crew (minimum of 2 personnel) is responsible for the following tasks:

- Don full personal protective equipment (PPE), including self-contained breathing apparatus (SCBA)
- Take the necessary equipment and charged hose line to the point of entry
- Force entry to the building and advance the line to the fire
- Apply enough water to take the main heat out of the fire
- Withdraw, if deemed necessary by the IC, until more resources arrive on scene.
- In the event that a structure is untenable and there are no life safety concerns, the Attack Crew will protect adjacent properties with hose streams and will extinguish the fire from the outside.

Secondary (or Backup) line

Two firefighters are required to staff a backup attack line to accomplish the following tasks:

- Assist the attack crew
- Keep the egress free of fire
- Monitor safety of attack crew

The above personnel assignments/tasks are for the situation in which no life threat exists. In the case where the initial crew arrives to find a life threatening situation, the crew will do what is necessary to rescue trapped individuals per SOP. This condition is known as operating in a rescue mode.

Fireground Support (“Truck Operations”)

These duties are done by engine crews or the aerial apparatus as assigned to support the ability of the attack crew to locate and extinguish the fire. Their primary job is to make the interior environment safer for the attack crews and occupants while providing alternate means of escape as needed. Support functions include the following:

- Force open doors for attack crews to enter
- Search for victims
- Utility control (gas and electric)
- Ventilation of smoke and hot gases
- Ladder the building
- Provide safe egress for attack crews
- Check for fire extension into hidden void spaces
- Aerial operations
- Manage air resources
- Monitor air use
- Assist in changing air cylinders
- Refill empty air cylinders

RIT (Rapid Intervention Team)

- This is a crew which is dedicated only to the safety of the firefighters inside the building. It is their responsibility to do the following:
- Assemble the tools and air resources needed for a potential rescue of a trapped firefighter
- Provide egress by “softening” the building
- Cut bars on windows
- Locate exits
- Place ladders in windows where the firefighters are working
- Remain immediately available to enter the building safely if a firefighter is reported trapped, down or not accounted for.

Secondary Support Critical Tasks

Secondary Support functions can be accomplished by initial response personnel after completion of initial assignments, or by units which are specifically called for these tasks.

EMS (Emergency Medical Services)

Responsible for the following:

- Provide medical services for either victims of the fire or firefighters
- Transport any patient to the hospital (another medic will be called to fill this assignment).

Rehabilitation (“Rehab”)

Firefighting is an exceptionally strenuous and taxing job. The rehab task set is critical in extended operations, especially in adverse weather conditions such as extreme heat or cold.

- Provide a place for firefighters to rest, rehydrate, warm up or cool down as necessary, and eat
- Monitor vital signs to ensure that a firefighter is not medically unstable due to exertion.

PIO (Public Information Officer)

The PIO is a vital position, which the IC will fill as soon as practical. The PIO will:

- Gather incident information for dissemination to the news media
- Set up a media area in a safe location
- Offer appropriate information to the media in a timely manner
- Protect sensitive information in a responsible manner

Extended Operations

This term includes, but is not limited to, the following tasks:

- Augment the capability of the RIT (see above)
- Salvage valuable property or protecting it in place with the use of tarps
- Remove water from the building
- Open up hidden spaces to check for hot spots
- Fill SCBA bottles
- Restore apparatus and equipment to serviceable condition
- Determine area and point of fire origin, investigate cause of fire
- Tend to the immediate needs of occupants
- Drain, pick up, roll and reload hose
- Cleaning and restoring of equipment and supplies
- Relief for fatigued crews
- Assist with Rehab (see above)

STRUCTURE FIRE: INITIAL INTERIOR FIRE ATTACK

Task	Minimum Personnel
Command/ISO/Accountability	1
Pump Operations/Water Supply	1
Fire Attack	2
Secondary Line	2
Incident Total	6

STRUCTURE FIRE: HOUSE FIRE

Task	Minimum Personnel
Command/ISO/Accountability	2
Pump Operations/Water Supply	1
Fire Attack	2
Fire Ground Support	4
RIT	3
Secondary Line	2
Incident Total	14

	Hydrant	Non Hydrant
__ 1st alarm:	4 Engine, 1 Rescue, 1 Ladder, 1 Medic, 1 Duty	4 Engine, 1 Rescue, 3 Tender, 1 Medic, 1 Duty
__ 2nd alarm:	2 Engine, 1 Ladder, 1 Medic	3 Engine, 2 Tender, 1 Medic
__ 3rd alarm:	2 Engine	2 Engine, 2 Tender
__ 4th alarm:	2 Engine	2 Engine
__ 5th alarm:	2 Tenders	2 Tender

STRUCTURE FIRE: COMMERCIAL FIRE

Task	Minimum Personnel
Command/ISO/Accountability	2
Pump Operations/Water Supply	1
Fire Attack	4
Fire Ground Support	6
RIT	3
Secondary Line	2
Incident Total	18

	Hydrant	Non Hydrant
__ 1st alarm:	4 Engine, 1 Rescue, 1 Ladder, 1 Medic, 1 Duty	4 Engine, 1 Rescue, 3 Tender, 1 Medic, 1 Duty
__ 2nd alarm:	2 Engine, 1 Ladder, 1 Medic	2 Engine, 1 Tender, 1 Medic
__ 3rd alarm:	2 Engine, 1 Medic	2 Engine, 1 Tender, 1 Medic
__ 4th alarm:	2 Engine	2 Engine, 1 Tender

STRUCTURE FIRE: APARTMENT FIRE

Task	Minimum Personnel
Command/ISO/Accountability	2
Pump Operations/Water Supply	1
Fire Attack	4
Fire Ground Support	6
RIT	3
Secondary Line	2
Incident Total	18

	Hydrant	Non Hydrant
__ 1st alarm:	4 Engine, 1 Rescue, 1 Ladder, 1 Medic, 1 Duty	4 Engine, 1 Rescue, 3 Tender, 1 Medic, 1 Duty
__ 2nd alarm:	3 Engine, 1 Tender, 1 Rescue, 1 Medic	3 Engine, 3 Tender, 1 Rescue, 1 Medic
__ 3rd alarm:	3 Engine, 1 Tender, 1 Rescue, 1 Medic	3 Engine, 3 Tender, 1 Rescue, 1 Medic
__ 4th alarm:	None	2 Engine, 1 Tender
__ 5th alarm:	None	2 Engine, 1 Tender

Commercial and multi-family differ from single family dwellings in size, occupant load, fire load and complexity. They are more labor intensive operations, with a higher life hazard, both for firefighters and for occupants.

CRITICAL TASKS FOR SINGLE RESOURCE RESPONSES

Task Minimum	Minimum Personnel
Incident Command / ISO	1
Pump Operator	1
Firefighter	1
Total	3
__ 1st alarm:	1 Engine

Single resource responses include lower risk incidents such as small grass fires, dumpster fires, vehicle fires, chimney fires, low risk wildland fires, smoke investigations, and automatic alarms. If conditions are found that warrant additional resources, the Incident Commander can request additional units.

CRITICAL TASKS FOR WILDLAND FIRE INITIAL ATTACK: (High Risk Response)

Task	Minimum Personnel
Incident Command / ISO	1
Pump Operations, Water Supply	4
Fire Attack	8
Total	13
__ 1st alarm:	2 Engine, 1 Grass, 2 Tender, 1 Medic, 1 Duty
__ 2nd alarm:	2 Engine, 1 Grass, 2 Tender
__ 3rd alarm:	2 Engine, 1 Grass, 1 Tender
__ 4th alarm:	2 Engine, 1 Grass, 1 Tender

A high risk response is based on the size of the fire and its proximity to structures. These alarm assignments may not include adequate structure protection resources. Geography and span of control may require additional overhead support including a dedicated safety officer.

Structure Protection Operations

Resource needs multiply quickly when structures are threatened by wildland fires. In areas of low density and widely scattered homes, one engine company is needed to protect each home. In high density areas, one engine company may be able to protect 3-5 homes. Structure protection resource needs should be in addition to the resource needs for perimeter control of the wildland fire. Moving resources needed for

perimeter control to protect structures defeats the opportunity to mitigate the fire threat and puts the entire operation in a defensive posture.

Secondary Support for Wildland Fire Responses

Secondary support needs for extended operations vary by the size of the fire and the fuels involved. Mopping up a wildland fire can take from several hours to several days and require a large number of people and equipment. Logistical support such as water, food and fuel become critical. Relief crews are usually needed to relieve the fatigued initial attack resources. Polk County Fire District No.1 has a mutual aid agreement with all other agencies in Polk County and can also be assisted through State (ODF) and Federal (USFS and BLM) agencies. Incidents that deplete local mutual aid capabilities can receive support from the State Mobilization Plan. This includes firefighting and logistical resources and Incident Management Team support.

ON-SCENE OPERATIONS - EMS

Critical Tasking For EMS Responses

CRITICAL TASKING LIFE THREATENING MEDICAL RESPONSE: (Priority 1)

Task	Minimum Personnel	
Primary Medic / Incident Commander	1	
Driver/ Information	1	
Treatment and Care	2	
Total	4	
	Hydrant	Non Hydrant
__ 1st alarm:	1 Medic, 1 Support (Self-Dispatched)	1 Medic, 1 Engine
__ 2nd alarm:	1 Medic	1 Medic, 1 Engine

CRITICAL TASKING NON-LIFE THREATENING MEDICAL RESPONSE: (Priority 2 & 3)

Task	Minimum Personnel	
Primary Medic / Incident Commander	1	
Driver/ Information	1	
Total	2	
	Hydrant	Non Hydrant
__ 1st alarm:	1 Medic	1 Medic, 1 Engine
__ 2nd alarm:	1 Medic	1 Medic, 1 Engine

If the medic crew needs any additional manpower for assistance in providing care or lifting/carrying patients, they can request additional resources as needed on a case by case basis. If the number of patients begins to exceed the initial assignment in terms of patient care, the IC can implement an MPI/MCI response.

CRITICAL TASKING MOTOR VEHICLE ACCIDENT WITH INUJURY MVA/HIGH MECHANISM/ENTRAPMENT: (Priority 1 & 2)

Task	Minimum Personnel
Incident Commander / ISO	1
Scene Control / Hazard Mitigation	1
Driver / Information	1
Patient Triage, Treatment, and Care	3
Extrication	3
Total	9
__ 1st alarm:	1 Engine, 1 Rescue, 1 Medic (Duty dispatched for priority 1 or TRAP)
__ 2nd alarm:	1 Engine, 1 Rescue, 1 Medic
__ 3rd alarm:	1 Engine, 1 Rescue, 1 Medic

CRITICAL TASKING MOTOR VEHICLE ACCIDENT INUJURY MVA/LOW MECHANISM: (Priority 3)

Injury MVA/Low Mechanism

Task	Minimum Personnel
Incident Commander / ISO	1
Scene Control / Hazard Mitigation/Safety	1
Driver / Information	1
Patient triage, Treatment, and Care	2
Total	5
__ 1st alarm:	1 Engine, 1 Medic
__ 2nd alarm:	1 Engine, 1 Medic
__ 3rd alarm:	1 Engine, 1 Medic

Extrication is defined as patient removal either by means of manual or mechanical methods. If the number of patients begins to exceed the initial assignment in terms of patient care, the IC can implement a multi-patient or multi-casualty incident response.

ON-SCENE OPERATIONS – SPECIAL RESCUE AND HAZMAT

CRITICAL TASKS FOR HAZARDOUS MATERIAL RESPONSE

Task	Minimum Personnel
Incident Command	1
Dedicated ISO	1
Fire Protection	4
Medical standby	2
Spill control / leak detection / isolation	6
Total	14
__ 1st alarm:	2 Engine, 1 Rescue, 1 Medic, 1 Duty
__ 2nd alarm:	2 Engine, 1 Medic, 1 Tender
__ 3rd alarm:	2 Engine, 1 Tender

___ 4th alarm: 2 Engine, 1 Ladder, 1 Rescue, 1 Medic, 1 Tender

A full hazmat response is used for incidents that escalate into an unknown product release, when perimeters and evacuations need to be established, or when the need for specialized personnel or hazardous materials team needs to be called in. The Fire District resources typically are a first response to a hazmat incident. Mitigation cannot take place until the product can be identified and options are reviewed. The Fire District does not typically do any clean up unless it is small fuel spills or containers that can easily be handled within our training and resource limitations. The biggest risk to our community is from a commercial product spill, railroad emergency, or highway transportation accident. In these instances it is likely that a technical hazardous materials response team will be called in to assist. The hazmat team that covers Polk County Fire District No.1 is the Salem team. In most cases, hazmat incidents are very time consuming. Resources are usually needed to remain on scene in standby mode for protection of the scene.

STANDARD OF COVER GOALS & SERVICE OBJECTIVES

This section identifies response time performance goals and service level objectives for the Fire District. Tracking the District’s capability to meet the targeted goals provides a method to evaluate staffing levels, apparatus, and future station location needs. These standards are monitored, evaluated, and updated as necessary.

TURNOUT TIMES

The Turnout Time is the interval between the receipt of an alarm by the District and initial response. We measure code 3 responses. Our first and second out medics should be able to go en route within 90 seconds. Apparatus primarily staffed by volunteers have turnout times which account for a 60 second response to their vehicle, 5:45 for a 3 mile drive (based on ISO’s RAND calculation), and 90 seconds to dawn gear and get to apparatus at their assigned station. (report #1106)

Apparatus	Goal Time	Compliance Goal	2014	2015	2016
M-91	1:30	80%	48%	53%	58%
M-92	1:30	80%	27%	32%	29%
E-92	2:00	80%	47%	41%	41%
R-91	8:15	70%	80%	75%	75%
L-91	8:15	70%	37%	80%	70%
E-41	8:15	70%	N/A	N/A	N/A
E-71	8:15	70%	89%	63%	63%
E-81	8:15	70%	86%	67%	75%

Analysis: The District has a solid base of volunteers who respond within Station 90’s zone. It is worth noting that the response time for R-91 includes all calls it is dispatched on. Since it is typically the last apparatus to leave Station 90 on structure fires, it will likely never meet the compliance goal when it is dispatched on a fire. Stations 70 and 80 have had a decrease in response speed. Further analysis needs to be given to determine how to improve the response times of the crews in house. If the first out medic is held to the same 2:00 standard as the rest of the units, its compliance rate increases to 77% in 2016, but 1:30 is a reasonable expectation for a first out medic.

RESPONSE TIME FOR EMS CALLS

By ORS definition, the communities of Monmouth and Independence both constitute “suburban areas” requiring EMS response within 15 minutes 90% of the time. The areas outside of town are “rural areas” and require a 45 minute response 90% of the time. We have elected to set a goal of achieving an “urban area” response within the city limits of Monmouth and Independence. Our goal is to have some type of resource on scene anywhere in the District within 15 minutes 95% of the time and have a medic

on scene anywhere in the District within 30 minutes 99% of the time. Only code 3 response are measured. (report #925)

Calls within the City Limits of Monmouth and Independence

Apparatus	Goal Time	Compliance Goal	2014	2015	2016
M-91	8:00	90%	91%	91%	87%
M-92	8:00	90%	80%	83%	87%
M-93	8:00	90%	67%	50%	60%
Cumulative			90%	89%	87%

Personnel on Scene of EMS Call Anywhere in District Within 15 Minutes

	2014	2015	2016	TOTAL
Compliance Goal 95%	94%	95%	93%	94%

**This may be any apparatus, typically an engine from a rural station.*

All Calls within District

Apparatus	Goal Time	Compliance Goal	2014	2015	2016
M-91	30:00	99%	99%	100%	99%
M-92	30:00	99%	99%	100%	100%
M-93	30:00	99%	100%	100%	100%
Cumulative			99%	100%	100%

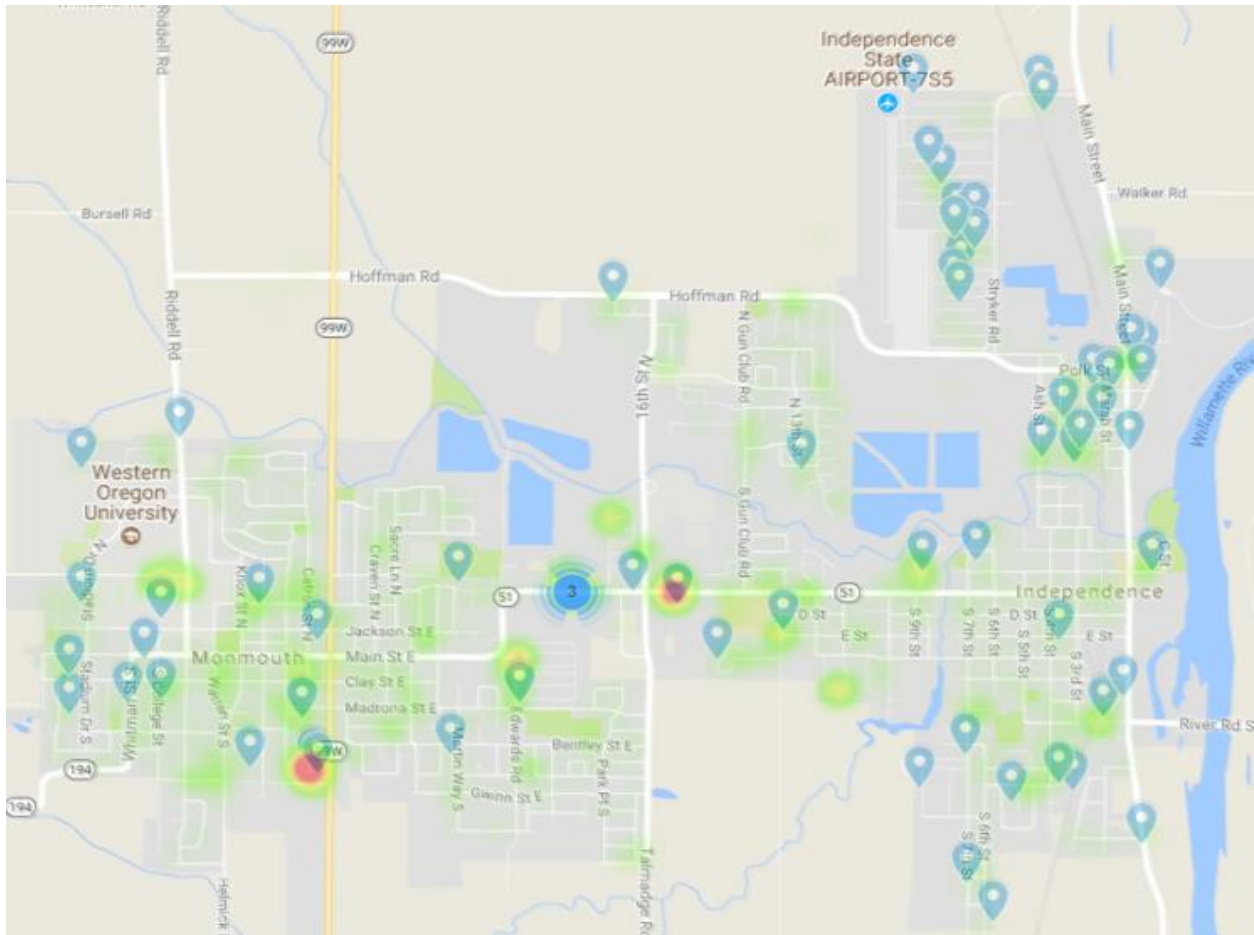
**In 2014 there were three calls that took over 30:00. They were on River Rd S, Pedee Creek Rd, and Grant Rd. Medics arrived within 35:00 in each situation.*

**In 2016 there were two calls that took over 30:00. One was on Anderson Rd and took 34:03. The other was dispatched to Gage Rd but was many miles up logging roads and took the crew 60:11 to arrive on scene.*

EMS Calls Handled by Mutual Aid

	2014	2015	2016	TOTAL
Compliance Goal < 2%	1%	1%	3%	1%

Analysis: The District easily meets its ASA requirements. It can be difficult to reach all parts within the city limits of Monmouth and Independence within 8 minutes. If the response goal is increased to 10 minutes within the city limits, our medics have complied 95% of the time over the past 3 years. This suggests that there are areas just outside of our 8 minute response (that take between 8 and 10 minutes to get to). On the following page is a map indicating the calls that Polk medics took between 8 and 10 minutes to arrive on from 2014 through 2016. There is an underlying ‘heatmap’ showing frequencies of all EMS calls from 2014 through 2016. Areas with light green and a large number of flags indicate areas where there was not a large call volume, but responses took between 8 and 10 minutes.



Medics met the compliance goals fewer times in 2016 than 2015 despite improved turnout times. Part of the reason could be the increased call volume causing medics to go en route to calls while still returning from the hospital.

While it does appear that M-92 had response times not too different from M-91 these times are only based on situations when a Polk medic responded. If M-91 was on a call and there was not staffing for a second out medic, the response time for the mutual-aid medic is not reflected. In 2016 if a person called 911 for a medical emergency and our first our medic was not available, there was a 13% chance that the medic would not come from Polk Co Fire District No.1 and thus would certainly not meet the response goal. If both the first and second out medic units were not available, the third out medical call would have to be handled by an outside agency 28% of the time.

EFFECTIVE RESPONSE FORCE

Initial Attack

Within the city limits of Monmouth and Independence, Polk County Fire District No.1 has the goal of having 6 personnel on scene to initiate interior fire attack (2 in, 2 out, 1 water supply, and 1 command) within 9 minutes 80% of the time (see section on Effective Response Force). Since turnout goals for apparatus staffed by volunteers is 8:15, a crew should know whether or not additional units are en route by the time and initial interior attack is started.

Outside the city limits, Polk County Fire District No.1 has the goal of having 2 personnel on scene for defensive fire attack within 14 minutes 70% of the time. The 14 minute time is referred to in NFPA 1720 for areas with populations <500 per square mile but less than 8 miles from a fire station. Times are not considered if the alarm was recalled prior to an effective initial attack arriving on scene.

	2014	2015	2016	AVG
Structure Fires In Town	10	6	9	8
Compliance with Initial Attack in Town	70%	75%	44%	56%
Structure Fires out of Town	3	5	7	5
Compliance with Initial Attack out of Town	66%	80%	57%	67%

Full Effective Response Force

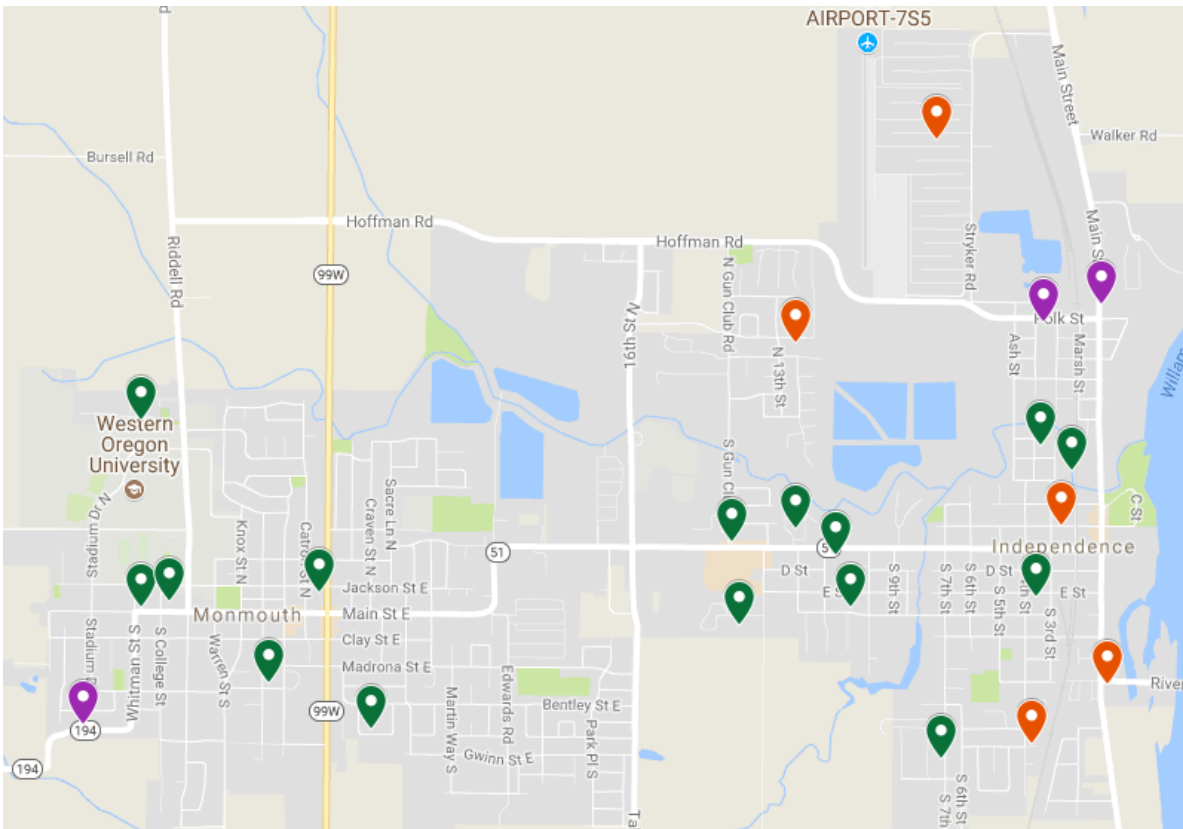
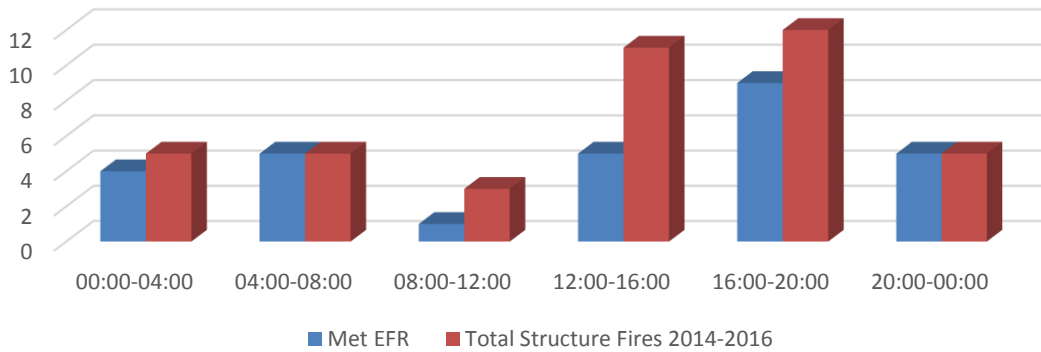
The Fire District has a goal of establishing an effective response force (14 personnel for house fires) within 27 minutes of the initial alarm 70% of the time. The 27 minutes takes into consideration initiating fire attack within 9 minutes, and having an effective response force 18 minutes (average consumption of 1 air bottle) after initiating attack. Times are not considered if the alarm was recalled prior to a full effective response force arriving on scene.

	2014	2015	2016	AVG
Compliance with Full Effective Force	100%	20%	54%	57%

Analysis: Complying with our initial attack in town is dependent on adequate staffing. We averaged 56% compliance over the past three years. It is worth noting, however, that when our first out medic was available, we had an effective initial attack on scene within 9 minutes 81% of the time. When our first out medics was already committed to another response, we were only able to comply 14% of the time. The only time we were able to comply without the first out medic being available was during one of the three structure fires that occurred while there were four shift personnel on duty.

The full effective response force (14 personnel within 27 minutes for a house fire) requires more personnel than what is ever on duty. For this reason the full effective response force is largely dependent on Volunteers. As one would expect, the ability to comply with this goal is based largely on when Volunteers are available (typically at night). Of the fifteen working structure fires between 8:00pm and 8:00 am, all but one achieved a full effective response force from 2014-2016. We have a 93% chance of achieving a full effective response force to a structure fire from 8:00 pm to 8:00 am, but only a 64% chance of achieving one from 8:00 am to 8:00 pm.

Full Effective Response Force (by Time of Day)



- *Green* indicates compliance with an effective initial attack.
- *Purple* indicates instances when M-91 was available but an effective initial attack was not established within 9 minutes.
- *Orange* indicates instances when M-91 was not available and an effective initial attack was not established within 9 minutes.

FIRES PER CAPITA

The District goal is to maintain a number of structure fire incidents per capita equal to or less than the State of Oregon. (report #553)

	2014	2015	2016
Polk Co Structure Fires	13	11	17
Polk Co Fire Population	24,595	25,190	25,840
Fires per 1,000	0.5286	0.4367	0.6579
Average Rate of Structure Fires over 3 Year Period:			0.5410
State of Oregon Structure Fires	3,787	3,880	3,919
State of Oregon Population	3,968,000	4,025,000	4,093,000
Fires per 1,000	0.9544	0.9640	0.9575
Average Rate of Structure Fires over 3 Year Period:			0.9586

Analysis: In each of the past three years the Fire District has had fewer structure fire incidents per capita than the State of Oregon.

PROPERTY LOSS DUE TO FIRE

The District goal is to maintain a property loss due to fire per capita equal to or less than the State of Oregon. (report #553)

	2014	2015	2016
Polk Co Prop Loss	57,050	820,978	275,800
Polk Co Fire Population	24,595	25,190	25,840
Prop Loss per 1,000	2,320	32,591	10,673
Average Prop Loss over 3 Year Period:			15,195
State of Oregon Prop Loss	129,100,000	157,300,000	200,100,000
State of Oregon Population	3,968,000	4,025,000	4,093,000
Prop Loss per 1,000	32,535	39,081	48,888
Average Prop Loss over 3 Year Period:			40,168

Analysis: In each of the past three years the Fire District has had a lower property loss than the State of Oregon. It is important to note that one large fire can have a great impact on our total fire loss due to our population.

CIVILIAN INJURIES DUE TO FIRE

The District goal is no civilian injuries due to fire. A secondary goal is to maintain a civilian fire injury rate that is less than the State of Oregon average for the reporting year. Because just one injury has such an enormous impact on our injury rate due to our population, numbers over a three year average are used. (report #313)

	2014	2015	2016
Polk Co Civilian Injuries	1	0	0
Polk Co Fire Population	24,595	25,190	25,840
Injuries per 100,000	4.0659	0.0000	0.0000
Average Rate of Injuries over 3 Year Period:			1.3553
State of Oregon Civilian Injuries	223	227	266
State of Oregon Population	3,968,000	4,025,000	4,093,000
Injuries per 100,000	5.6200	5.6398	6.4989
Average Rate of Injuries over 3 Year Period:			5.9195

Analysis: The Fire District had only one civilian injury due to fire in the last three years.

CIVILIAN LIFE LOSS DUE TO FIRE

The District goal is no deaths due to fire. A secondary goal is to maintain a civilian fire death rate that is equal to or less than the State of Oregon average. Because just one death has such an enormous impact on our death rate due to our population, numbers over a three year average are used. (report #313)

	2014	2015	2016
Polk Co Civilian Deaths	0	0	0
Polk Co Fire Population	24,595	25,190	25,840
Deaths per 100,000	0.0000	0.0000	0.0000
Average Rate of Death over 3 Year Period:			0.0000
State of Oregon Civilian Deaths	49	42	45
State of Oregon Population	3,968,000	4,025,000	4,093,000
Deaths per 100,000	1.2349	1.0435	1.0994
Average Rate of Death over 3 Year Period:			1.1259

Analysis: The Fire District has no civilian deaths in the past three years.

FINDINGS & RECOMMENDATIONS

FINDINGS

- There is little attention paid to the mission, values, and vision statements of the District. They are unknown to a majority of District personnel.
- The towns of Monmouth and Independence can expect steady net in-migration for the foreseeable future with an expected population of our service area of around 34,000 by 2035. By 2035 a smaller proportion of the population will be over the age of 65 than in 2017.
- In the past ten years the total call volume has increased by 39% and medical call volume has increased by 54%.
- There is a point at which our volume of calls that overlap one another increases greatly. If we run less than 187 calls in a month, the odds of over 25% of those calls overlapping one another is only 16%. If we run 187 calls or more in a month, the odds that over 25% of the calls are overlapping is 59%.
- Our rural stations in Buena Vista, Airlie, and Pedee, are optimally placed for call volume concentration.
- There are a large number of motor vehicle accidents in Station 40's zone.
- When held up against our effective response force needs, some of our box alarms do not appear to dispatch the proper type and/or number of apparatus.
- The area in East Independence and the Airpark is difficult to reach by our crews within our goal response times.
- On the District's records management software (Emergency Reporting System), the field completed manually indicating the "zone" the response occurred in is often not recorded accurately causing data to be difficult to extract and inaccurate.
- The District does not accurately and consistently track when medical calls were handled by outside agencies.
- The ability to have a full effective force within 27 minutes on a structure fire is almost completely dependent on the time of day the fire occurs.
- The District has the ability to easily track property value losses using the existing records management software, but it is not being done consistently – particularly for fires that are non-structure fires.

RECOMMENDATIONS

- A workshop should be formed to improve the mission, vision, and values statements of the District.
- A work-group should be formed to evaluate box alarm changes needed in order to be sure we achieve a reasonable and appropriate effective response force for all call types.
- Emphasis should be placed on career staff to improve turnout times. Additional attention will need to be paid to how to assure faster turnout times considering the shifts are often not close to the apparatus due to engaging in activities such as drilling, exercising, and cleaning throughout the interior and exterior of the station.
- Additional emphasis should be placed on all career staff as well as Officers to be sure and input accurate geospatial data.
- The combination of reduced compliance times for EMS response in addition to an increased reliance on mutual aid despite improved turnout times demonstrate a need for additional staffing in order to maintain compliance.
- Northeastern Independence should be considered for any future fire station locations.
- The inability to establish an initial effective force when any other calls are occurring in the District unless there are four career staff on duty suggests the need to increase staffing since overlapping calls increase as call volume increases.
- Greater emphasis should be placed on recruitment and retention at the out stations.
- The District should explore asking employers if they would be willing to allow volunteers to respond to calls during work days.
- Additional emphasis should be placed on our Officers to accurately record values for all fire loss.
- Greater emphasis should be placed on the District's engine company inspection program. A compliance goal will need to be created. There was no reference to inspections in the report because few inspections have been completed in the past three years thus a reasonable compliance goal is difficult to determine and historical figures are nearly non-existent.
- The District should consider hiring a Community Paramedic to help reduce repeat calls for medical service.
- The District should consider hiring a Fire Marshal to ensure continued fire prevention and inspection.

