

2017

STANDARDS of COVER



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EXECUTIVE SUMMARY

Fire District 3's fundamental role is to provide emergency medical, fire suppression, rescue and prevention services that will preserve and protect both life and property in our communities. Throughout the years we have incorporated efficiencies and services in response to demands.

Our employees are proud of what they do and who they serve. The fire service has historically faced the issue of how to adequately define the service it provides for the community it protects. The ability to precisely explain our roles is sometimes overly general, vague or even idealistic. In response, this document is designed to explain the details of what we do along with the how and why we operate. Rather than resting on traditional statements, we will present standards based on achieving measurable outcomes, and our performance will be measured according to those standards.

The term "Standards of Cover" is defined as "those adopted written policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other technical responses." We begin with a description of how we began and how we have grown. Each jurisdiction we serve will be described as well as a few unique facts.

The balance of this report will describe how we deliver our services. Some key components are:

- Current agency goals
- Services provided
- How we staff and respond
- Community risk assessment
- On scene Operations and critical tasking
- System performance
- Performance objectives
- The compliance methodology

Performance outcomes will be reported in a meaningful display of resource reliability designed to show areas of the jurisdiction where additional resources or response efficiencies would be most beneficial. The Standards of Response Coverage culminates with an overall evaluation of the performance and corresponding recommendations.

SECTION ONE: Overview and Legal Jurisdiction:

Jackson County Fire District No. 3 is organized as a Special District under ORS Chapter 478. It was originally formed as the Central Point Rural Fire Protection District on July 28, 1952.

A five member Board of Directors governs the District. The Fire Chief is hired by the Board and serves as the Chief Executive Officer. District operations are divided into six departments. The Fire Chief, Deputy Chief Operations, Deputy Chief Fire Marshal, Division Chief of Training and Safety, Chief Finance Officer, and Executive Assistant form the Executive Administrative Staff of the District.¹ Service is maintained by 63 full-time employees and approximately 30 volunteer and student members.

The District currently protects 167 square miles including the cities of Central Point, Eagle Point, Gold Hill, the unincorporated community of White City and surrounding rural areas.

The City of Central Point lies along the Bear Creek drainage in the southwest corner of the District and is bisected by Interstate 5. It is the largest and most populated City within the District. Central Point is a progressive community with a rapidly growing population of 18,000 people and an area of 3.6 square miles.

The City of Eagle Point is located on the Highway 62 corridor, along the banks of Little Butte Creek in the north eastern portion of the District. The city has a total area of 2.6 square miles and a population nearing 9,000. Eagle Point remains a bedroom community to Medford with local services and a recreational and tourism attraction.

The City of Gold Hill is located on the Rogue River and Interstate 5 corridor at the most westerly boundary of the District. As of July 1, 2011 the population was 1,220 people with a total area of .5 square miles.

White City is an unincorporated community at the intersection of Highway 140 and Highway 62. The United States Census Bureau has defined White City as a census-designated place (CDP). The census defined area may not precisely correspond to the geographic local understanding of the area. The population of the area was defined as 5,466 during the 2000 census.

The District is bordered by four other fire districts, two city fire departments, and unprotected land.² Single and multiple parcel requests for annexation are routine. Annexation requests are reviewed for compliance with District standards and potential impact on District service delivery capability. Most annexation requests are approved. Excessive travel distance from an existing District fire station is the main reason annexation requests are denied.

The 2016 estimated population of the District is just over 54,000. Forty-eight percent of the population lives in the unincorporated areas of the District. Fifty-two percent of the

¹ Appendix: Board Policy 2.2, "Organization Structure" & Board Policy 2.3, "Fire District Management"

² Appendix: County Fire District Map

population lives in the incorporated areas which accounts for 4 percent of the overall footprint of the District.

Jurisdiction	Population (2016)	Area (sq. mi.)	Assessed Value
Unincorporated	25,847	159.9	\$2,263,221,391
Central Point	17,995	3.6	\$1,173,815,611
Eagle Point	8,902	2.6	\$634,616,194
Gold Hill	1,266	0.5	\$73,155,754
Totals	54,010	167	\$4,144,808,950

The 2016/17 assessed value of the District is \$4,144,808,950. The Fiscal Year 2016/17 adopted tax rate was \$3.1194. The District budget is developed, approved, adopted, and administered in accordance with the Oregon Local Budget Law. The Budget Committee consists of ten members; the five Board of Director and an additional five members appointed at large by the Board of Directors.

Services provided by Fire District 3 include:

- Fire suppression
- Emergency Medical Services/Advanced Life Support
- Specialized rescue: High angle, swift water, surface water, confined space and entrapment
- Hazardous materials operations level
- Public education
- Fire prevention
 - New construction plans review
 - Code enforcement
 - Investigation
- Emergency management

Facilities:

Fire District 3 provides service from eight strategically located stations; four are staffed full-time with career members, four are staffed with dedicated volunteers.

Central Point Station

Career

600 S. Front Street
Central Point, OR 97502
541-664-1234



White City Station

Career

8333 Agate Rd
White City, OR 97503
541-831-2707



Gold Hill Station

Volunteer

299 Access Road
Gold Hill, OR 97525
541-855-1237



Dodge Bridge Station

Volunteer

60 Rogue River Drive
Eagle Point, OR 97524
541-826-1774



Sams Valley Station

Volunteer

3333 Tresham Lane
Central Point, OR 97502
541-855-1790



Eagle Point Station
Career
213 Loto Street
Eagle Point, OR 97524
541-826-3773



Agate Lake Station
Volunteer
880 E. Antelope Road
Eagle Point, OR 97524
541-826-3003



Table Rock Station
Career
5195 Table Rock Road
Central Point, OR 97502
541-727-7635



Administration Facility & Training Center
8383 Agate Rd
White City, OR 97503
541-826-7100



Resource Descriptions

Battalion Chief –

- Shift Supervisor – Staffed full time
- Backed up by a Duty Officer (Rotation of Staff Chiefs)



Structural Engine –

- Carries the equipment and pump to manage most emergencies
- 11 total engines
- Four staffed full time



Ladder Truck –

- Provides elevated stream and rescue function
- Cross staffed at the White City Station
- 105' ladder



Wildland Engine –

- Lighter weight unit to attack a moving grass fire
- 300 gallon 4x4



Tender –

- Brings water to rural areas
- 2,000-3,500 gal. capacity
- Located at CP, EP, AL, DB and SV



Ambulance –

- Transport capable ambulance
- Available as needed
- Located at Central Point and White City stations



Technical Rescue Vehicle –

- Specialized rescue operations – Rope, swift water, confined space



SECTION TWO: Community Expectations and Strategic Priorities

The Vision of Fire District 3 is:

To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve.

The District conducts a formal community based Strategic Planning process every three years that establishes the guidance for overarching decision making. This process allows key stakeholders and members at large to share their level of satisfaction, concerns and help identify the priorities for the coming years. This process also establishes the guidance in which the annual budget is developed.

The Strategic Plan is reviewed and updated by the organization and approved Board of Directors annually. The long-term strategic priorities for the District are:

PRIORITY #1: *Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.*

PRIORITY #2: *Ensure sustainability of service delivery (people, facilities, fleet, and finance).*

PRIORITY #3: *Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.*

PRIORITY #4: *Promote community involvement with the District and satisfaction of the patrons.*

PRIORITY #5: *Develop and strengthen collaborative strategic partnerships.*

The Strategic Plan identifies specific Desirable Outcomes and Action Items for each department to advance the organization toward the outcomes.

SECTION THREE: Risk Assessment

Risk assessment is the process of examining the events that may occur within a jurisdiction and projecting the potential impacts of those events on the community. The steps involved in this process include:

- An examination of the nature of the hazard(s) that exist
- Identification of the values and property at risk
- Evaluation of the impacts and consequences of an event
- Consideration of the potential frequency of an event

Overall, the District and its service areas are likely to have a wide range of potential risks; there will be an inverse relationship between risk and frequency. The daily event is usually the routine that results in minimal losses, while significant events are less frequent. Toward the highest risk levels on the chart, the events are less frequent. If the risk management system is working in the community, a catastrophic loss should be an extraordinary event. The objective of a risk assessment is to reduce the truly serious loss to a very unusual event for the area served and involves trying to keep routine emergencies from becoming serious loss situations.



The end goal is to match the deployment of District resources with the identified risks in the most effective manner possible.

Each community must identify an accepted level of risk. Accepted risk is a relative term that is determined by considering expected and desired outcomes, availability of resources, expectations, and cost.

Intolerable

- The risk must be reduced

Tolerable

- The risk should be reduced as far as as reasonably practical using risk control measures

Broadly Acceptable

- Consider whether the cost of further risk reduction outweighs the benefits

Negligible

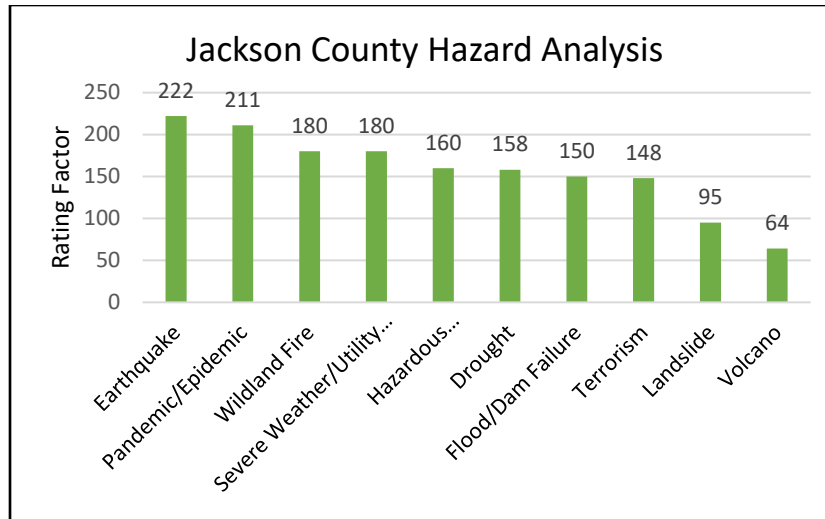
- The risk is insignificant but must be monitored

The relationship between probability and consequences is one of the principles used in this process. The risk should be reduced as far as reasonably practical using risk control measures. The process of determining what is “right” for the community is a policy decision.

Jackson County Hazard Analysis Matrix

The Fire District is located in the center of Jackson County and is generally subject to many of the same hazards (potential disasters) identified in the Jackson County Hazard Analysis contained in the Jackson County Emergency Operations Plan. These hazards have been identified and quantified to provide a first step in planning for mitigation, response, and recovery. The process weights four factors; history, vulnerability, maximum threat, and probability. The ranking provides a sense of severity risk of one hazard compared with another. It is not intended to predict the occurrence of any particular event. The Hazard Analysis Matrix for Jackson County identified the following hazards³ :

³ Jackson County Hazard Analysis Matrix



Jackson County Hazard Analysis Matrix (6/30/16)					
Hazard	Rating Criteria with Weight Factors				Total Score
	History 1 (WF=2)	Vulnerability 2 (WF=5)	Max Threat 3 (WF=10)	Probability 4 (WF=7)	
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					
Earthquake	1 x 2 = 2	10 x 5 = 50	10 x 10 = 100	10 x 7 = 70	222
Pandemic/ Epidemic	6 x 2 = 12	10 x 5 = 50	10 x 10 = 100	7 x 7 = 49	211
Wildland Fire	10 x 2 = 20	7 x 5 = 35	6 x 10 = 60	10 x 7 = 70	180
Severe Weather/ Utility Failure	10 x 2 = 20	6 x 5 = 30	6 x 10 = 60	10 x 7 =70	180
Hazardous Materials/ Transportation	10 x 2 = 20	4 x 5 = 20	5 x 10 = 50	10 x 7 = 70	160
Drought	10 x 2 = 20	5 x 5 = 25	5 x 10 = 50	9 x 7 = 63	158
Flood/Dam Failure	10 x 2 = 20	2 x 5 = 10	5 x 10 = 50	10 x 7 = 70	150
Terrorism	7 x 2 = 14	3 x 5 = 15	7 x 10 = 70	7 x 7 = 49	148
Landslide	5 x 2 = 10	1 x 5 = 5	1 x 10 = 10	10 x 7 = 70	95
Volcano	1 x 2 = 2	1 x 5 = 5	5 x 10 = 50	1 x 7 = 7	64

Challenges to Typical Emergency Response: Response to these types of disasters is not typical. However the District's primary responsibilities still involve suppression, rescue, and EMS.

- The magnitude of disaster situations can quickly overrun District and area resources.
- Radio and telephone communications may be interrupted.
- Incidents may involve workers who are not ordinarily involved in emergency incidents. The need for immediate and efficient incident command is critical for interagency coordination.
- Incidents may present significant law enforcement and/or national security issues.
- Incidents may present health, biological, infectious, contamination, and/or other long-term issues.
- Incidents may require long term commitments outstripping resources and budgetary constraints.
- Transportation networks may be compromised, preventing off duty personnel from reporting back to work.

Geospatial Characteristics:

Urban Growth Areas: The urban growth areas of the District includes:

- The territory of three incorporated cities and their urban growth boundaries.
- The territory of the White City Urban Containment Area (WCUCA).

There are undeveloped areas within each urban growth area and within the WCUCA. Development has increased recently due to the current local, national and international resurgence in the economy.

The City of Medford borders the District to the southeast. Jurisdictional responsibility is transferred to the city as area is annexed. Annexations by the City of Medford have slowed. No other annexation threats exists, however the presence of the Central Point Urban Renewal limits the rate of revenue growth in Central Point.

Construction Limits: Growth within city urban growth areas had slowed dramatically due to the economic downturn. Over the past two years the District has experienced greater investment in current infrastructure and new construction. About 40 percent of the WCUCA area is residential with the remaining 60 percent industrial, mercantile, or commercial.

Construction in the unincorporated rural areas is limited by lack of municipal water supplies and Jackson County zoning restrictions. The Jackson County Land Development Ordinance contains special provisions for development in identified wildfire hazard areas. All development must comply with the provisions of city and County zoning ordinances, building codes, and fire codes. The District participates in the development review and approval process with all three cities and the county.

Infrastructure Limitations: There are currently no identified ongoing infrastructure limitations in the cities. The infrastructure (streets, sewer, water, electricity, etc.) in the cities and the White City unincorporated area is extended as development occurs. The water system in the city of Gold Hill has limited capacity and flow but is slowly being upgraded.

There are several areas, especially within the White City and Central Point Fire Management Zones (FMZ), zoned for commercial development that does not have access to municipal water supply systems. The District, through its adopted fire code, requires that on-site water storage be provided for regulated development in these areas.

Challenges to Typical Emergency Response: Typical response may be complicated by a variety of infrastructure deficiencies.

- Lack of municipal water supplies in areas outside of existing municipal water districts.
- Insufficient water supplies (fire flow) in some isolated urban/city areas.
- Underdeveloped/maintained roads and driveways in rural areas.

Topographic Characteristics:

Primary Topographic: The District is located in the center of the Rogue Valley, north, and northwest of the City of Medford. Most of the area is unincorporated with the exceptions of the cities of Central Point, Eagle Point, and Gold Hill. Much of the unincorporated area is farmland, rural residential, or forestland. The Upper and Lower Table Rocks dominate the center of the District. The terrain slopes up into the surrounding mountains on the perimeters of the District. The Rogue River flows south and west bisecting the District. Numerous streams and ponds exist throughout the District.

Primary Weather: Summers typically have very low humidity. Temperatures may range from 80 to over 100 degrees Fahrenheit. Lightning activity is generally light but severe storms may occur. Extreme fire conditions may exist May through September.

Wildfire: The potential for grass, brush, and/or forest fires exists throughout the county. Extreme fire conditions occur every summer. The duration of fire season varies from three to five months. Fires in light fuels are most common. Large-scale forest/brush fires are less common but do occur most commonly around the perimeter of the District. Both types of fires represent significant threats to rural dwellings and in certain situations, urban dwellings and/or commercial businesses. High hazard interface areas have been identified through the Urban Interface Fire Protection Act of 1997 (SB 360).⁴ The District also participates in the countywide community fire planning process. This process will ultimately identify hazard zones based on fuel loading, terrain, structural density, fire frequency, and response capability. The information from these programs is used to target and prioritize fuel reduction and prevention programs and to assess emergency deployment patterns. Development of Firewise communities continue to be an emphasis for the District.

Winter Weather: Winter weather is generally mild, in the 30 to 50 degree range. Occasional colder weather is expected. Severe snow, ice, and wind are anticipated but rare. Rainfall is moderate. Localized flooding may occur along the Rogue River, Little Butte Creek, Bear Creek, Griffin Creek, Antelope Creek, and their tributaries.

⁴ Appendix: SB 360 High Hazard Interface Map and Classification System

Winds associated with winter weather can cause downed trees which create transportation obstacles and can cause injury and/or deaths.

Flooding: Significant flooding can occur as a result of heavy mountain snowfall and rain, and/or by dam failure of the Lost Creek, Fish Lake, Agate Lake, and/or Emigrant Lake dams. Either scenario threatens numerous structures. The Dodge Bridge and Gold Hill stations are in the inundation zone of Lost Creek dam breakage. The Gold Hill station is in the flood plain of the Rogue River. The Eagle Point station is in the inundation zone of a Fish Lake dam breakage. The Bureau of Reclamation and Corps of Engineers prepare Communication and Emergency Response Plans for each drainage system. The District maintains copies of these plans and inundation maps for reference.⁵

Challenges to Typical Emergency Response: Typical response may be complicated for a variety of topographic reasons.

- Lack of roadways/access in rural areas
- Steep terrain in some wildland/urban interface areas
- Narrow driveways and bridges
- Limited access across rivers and creeks
- Some inadequate private bridges crossing irrigation canals
- Occasional flooding, heavy snow, or icy conditions
- Railroad crossings in Central Point, Gold Hill, and White City
- Specific areas of traffic congestion during peak traffic periods
- Ongoing road/bridge construction and repair

Transportation Networks:

Major Thoroughfares: Major thoroughfares include Interstate 5, Highways 62, 99, 140, 234, 238, and Table Rock Road. All are used for local transportation and interstate commerce. Kirtland Road is a major access from Interstate 5 to the White City industrial area. A large number of flammable and/or other hazardous chemicals are transported along these routes.

Airports: The Medford/Jackson County International Airport is located in Medford adjacent to the District's southeast boundary. The District has no jurisdictional responsibility for airport crash and rescue; however, takeoff and landing patterns extend over District territory. Incidents are infrequent but the potential consequences are great. National statistics indicate the majority of aircraft crash incidents occur during takeoff and landing. There are other small non-controlled private airstrips and/or heliports located on private property in the Central Point, White City, and Sams Valley areas.

Waterways: The major waterways include the Rogue River, Bear Creek, and Little Butte Creek. These waterways have many small tributaries. Flooding may occur along each of these waterways. Irrigation canals and ponds are common and there are numerous bridge

⁵ Appendix: Jackson County Flood Maps

crossings throughout the District. Some of the smaller bridges have load limits that prevent usage by fire apparatus.

<u>Bridge Location</u>	<u>Crossing</u>
Highway 234	Rogue River
Table Rock Road	Rogue River
Blackwell Road, Gold Hill	Rogue River
Table Rock Road	Bear Creek
E. Pine Street	Bear Creek
Upton Road	Bear Creek
Kirtland Road	Bear Creek
Main Street, Eagle Point	Little Butte Creek
Highway 62	Little Butte Creek
Agate Road	Little Butte Creek
Highway 140	Antelope Creek
Bigham-Brown Road	Antelope Creek
Highway 62	Antelope Creek
I-5 Bridges	I-5 Corridor

Railroads: The Union Pacific rail line runs parallel with Interstate 5/Highway 99 through the District. There is also a spur track that parallels Kirtland Road to White City. The Rogue Valley Terminal Railroad Corp (RVTRC) has numerous branch lines throughout the industrial park. Tank cars carry flammable and/or other hazardous materials through the District on a daily basis. The rail line is capable of accommodating 143 ton railcars.

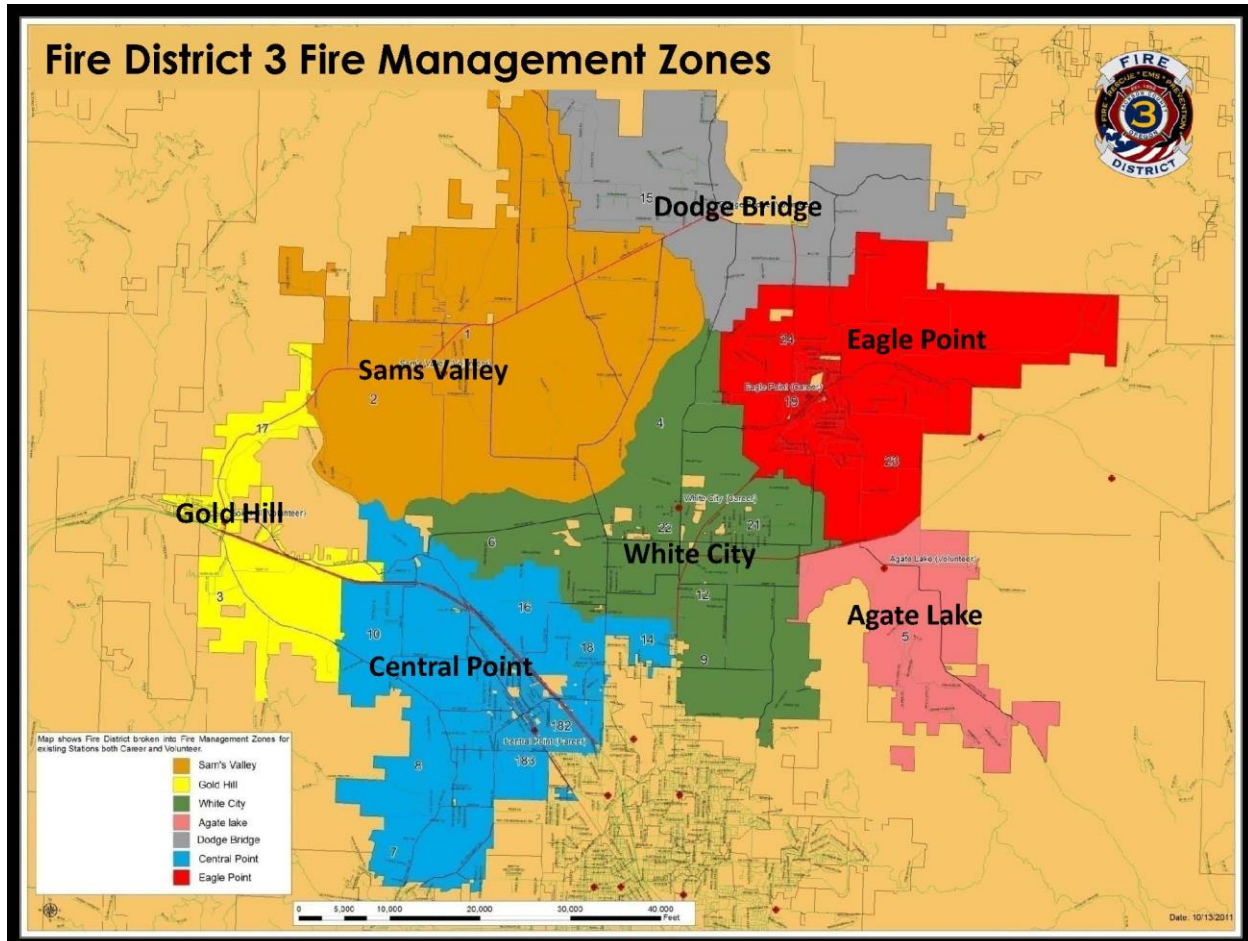
Challenges: Several transportation route hazards/challenges have been identified:

- Bridge access and bridge load limits
- Hazardous material spills/fires involving rail and highway
- Airplane and helicopter crashes
- Motor vehicle crashes due to inclement weather (fog, ice, snow)
- Motor vehicle crashes involving high speed and/or heavy trucks
- Water rescue in rivers or ponds
- Blocked or damaged bridges and roads due to flooding or earthquake
- Road closures in summer due to wildfire and/or smoke



2010 – 2017 Fire Management Zones, Response Districts and Density Zones:

The District is divided into seven geographic zones. Seven of the eight fire stations are assigned a geographical area that defines its initial response area; this area is called a Fire Management Zone (FMZ). Each fire station provides the initial response to the FMZ it serves and is supported by the entire District and partner agencies during major emergencies. The Table Rock station is a temporary location and does not have an independent FMZ. Response from this location augments the Central Point and White City FMZ's.



Agate Lake FMZ: The Agate Lake FMZ is located in the southeast portion of the District. It is primarily rural residential with the only commercial properties being a golf course and a sanitary landfill. The terrain is mostly mountainous. Single family residential fires, medical incidents, and wildfire during the summer fire season months represent the predominate risk. Approximately 25 percent of this FMZ is designated as a high or extreme wildfire risk area under the State SB360 designation system. Hwy 140 runs east and west along the northern border. The Agate Lake fire station is staffed with volunteer personnel only; one resident volunteer lives on site.

Central Point FMZ: The Central Point FMZ is situated in the southwest portion of the District. The FMZ includes the City of Central Point and surrounding rural area. It is adjacent to the City of Medford. The Central Point FMZ is the most developed FMZ in the District, containing the largest population and the greatest percentage of developed property. It had the greatest call volume of responses in calendar year 2016. It also has the largest number of maximum/worst, special, and infrastructure risk occupancies. The western perimeter of the Central Point FMZ is classified as extreme wildfire hazard. Interstate 5 and the Southern Pacific Railroad run through the FMZ. The Central Point FMZ is serviced by two fire stations each with a full-time paid career engine company.

Dodge Bridge FMZ: The Dodge Bridge FMZ is located in the north central portion of the District. It is primarily rural residential. Approximately 50 percent of the FMZ is designated as extreme or high-risk wildfire area. There are six high-risk occupancies and one infrastructure occupancy located in the FMZ. The Rogue River, which is popular for fishing and white water rafting, runs through the FMZ. The Dodge Bridge fire station is staffed with volunteer firefighters only and currently has two residents who live on site and provide immediate response when available.

Eagle Point FMZ: The Eagle Point FMZ is situated in the northeast portion of the District. The FMZ includes the City of Eagle Point and the surrounding rural areas. Prior to the downturn, the City of Eagle Point was one of the fastest growing cities in Oregon. Growth rates have returned and exceed the current regional and state averages. The FMZ contains 24 maximum or high risk occupancies and 18 special or infrastructure risks occupancies. While the area includes the urban portion of Eagle Point, 70 percent of the FMZ is undeveloped property (farm and ranch land, brush, and forest). The extreme wildfire risk area, while relatively small (5 percent), contains numerous residential properties in steep terrain with limited access. Hwy 62 runs north and south through the FMZ. Hwy 140 runs east and west on the southern border of the FMZ. The Eagle Point fire station is staffed with a full-time paid engine company.

Gold Hill FMZ: The Gold Hill FMZ is situated on the west central portion of the District including the City of Gold Hill. The FMZ contains 21 maximum or high-risk occupancies and ten occupancies identified as special or infrastructure risks. Eighty percent of the FMZ is designated as high or extreme wildfire risk including portions of the City of Gold Hill. Interstate 5 and Highway 238 run through the FMZ. Popular sections of the Rogue River are also in the Gold Hill FMZ. The Gold Hill fire station is staffed with volunteer firefighters only. Resident volunteer firefighters who reside at the station have a significant impact on reducing response times in this zone.

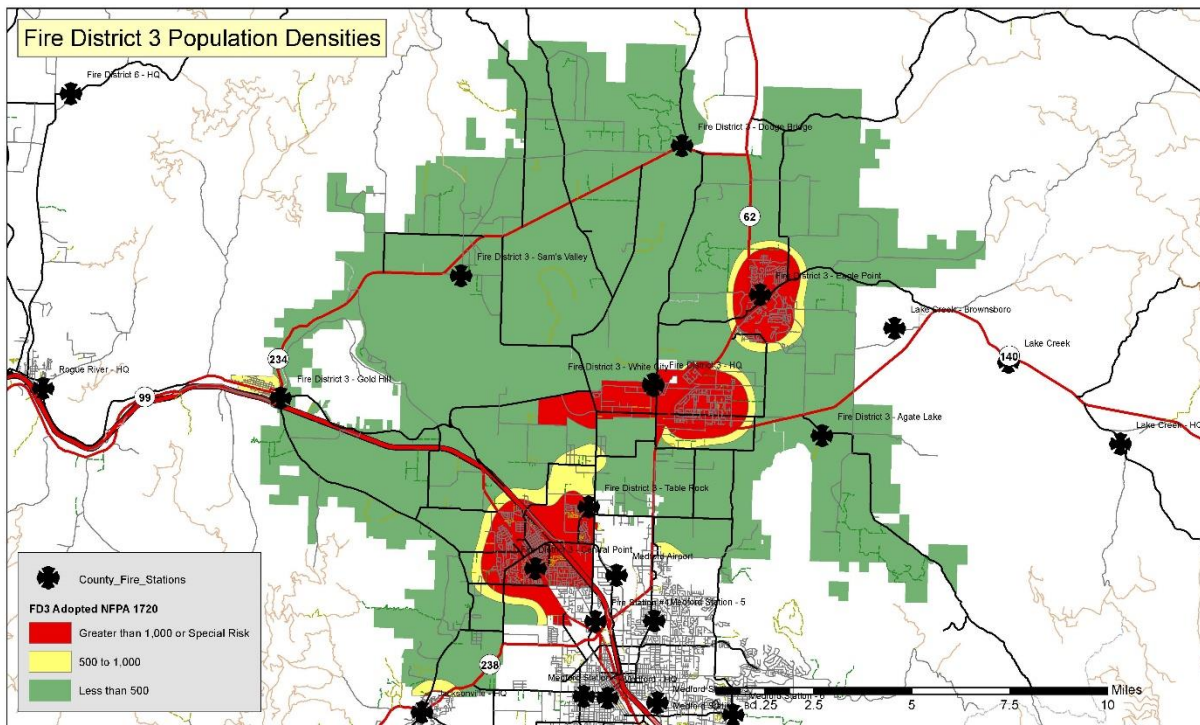
Sams Valley FMZ: The Sams Valley FMZ, the largest geographically of the seven FMZs, is located in the northwest portion of the District. Development in this FMZ consists of rural residential property mixed with agricultural farmland, and forestland. There are three high hazard occupancies, four occupancies designated as special or infrastructure risks. Approximately 30 percent of this FMZ is designated as high or extreme wildfire risk area. The key geographical features in this FMZ are the Upper and Lower Table Rocks. The Sams Valley fire station is staffed with volunteer firefighters only. Three resident volunteers live on site.

White City FMZ: The White City FMZ is located in the center of the District containing the residential and industrial areas of unincorporated White City and the surrounding rural areas. This FMZ has the highest number of high hazard industrial occupancies. The White City Industrial Park contains 155 high or maximum risk occupancies and 28 occupancies identified as special or infrastructure risks. The industrial area represents a significant portion of Jackson County's overall economic base. The rural areas are primarily grassland with light fuels with no areas designated as a wildfire risk area. Hwy 62 and Table Rock Road are two of the county's busiest arterials. The White City station is staffed with a full-time paid engine company. The southern portion of the FMZ receives coverage from the Table Rock station.

Each FMZ may contain territory that is classified as urban, suburban, and/or rural. The chart below indicates the breakdown of density classification in each FMZ.

Percent of Density of FMZ			
Station	Urban	Suburban	Rural
Agate Lake	—	—	100%
Central Point	30%	15%	55%
Dodge Bridge	—	—	100%
Eagle Point	10%	30%	60%
Gold Hill	—	15%	85%
Sams Valley	—	—	100%
White City	30%	20%	50%
District Wide	15%	15%	70%

The Central Point FMZ contains the largest population, has the greatest density per square mile and the greatest percentage of developed property. The Agate Lake, Dodge Bridge, and Sams Valley FMZs are the least dense and 100 percent rural.



2010-2017 Density Zones

The area of the District is further divided into an urban zone, a suburban zone and a rural zone. These zones are based on population densities in accordance with NFPA 1720. Density Zones (DZ) are used to establish time and response performance goals and to evaluate emergency response capability.

Density	Zone Criteria
Urban	Area with a population density of over 1,000 people per square mile.
Suburban	Area with a population density of 500-1,000 people per square mile.
Rural	Area with a population density of less than 500 people per square mile.
Special Risk	The White City Industrial Park

NFPA 1720 additionally recognizes the *remote* locations with a travel distance of more than eight miles. The District has not adopted this classification.

Development and Population Growth:

Commercial and industrial development in the incorporated areas of the District is increasing, most notably along the major transportation routes. New residential development has increased dramatically. Individual residential properties continue to be developed throughout the rural and forested areas of the District but at a slower pace.

In recent years the population growth of the three cities within the District was as follows:

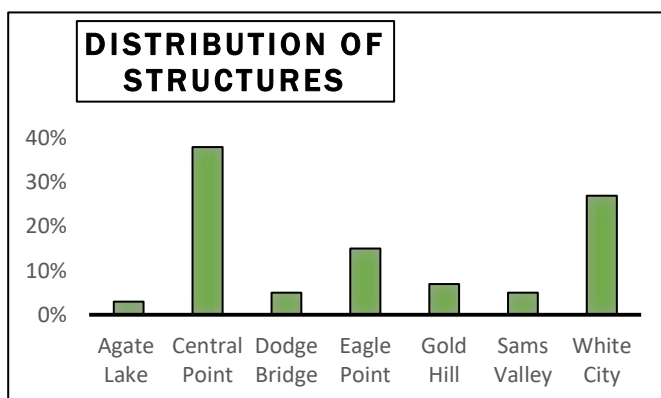
Area	2016	2015	% change
Central Point	17,995	17,375	+ 3.6%
Eagle Point	8,902	8,753	+ 1.7%
Gold Hill	1,266	1,254	+ 1.0%
Unincorporated	25,847	23,369	+10.6%
District Wide	54,010	47,899	+ 6.4%

The District is mostly rural, with the majority of the population concentrated in the three cities and the unincorporated White City area.⁶ The distribution of population seems to be concentrating in the incorporated areas with approximately half of the population living in an area that accounts for 9.6 percent of the District's total area.

⁶ Appendix: Population Density Map

Occupancy Risk Analysis:

Number and Distribution of Inspectable Occupancies: The structural inventory of the District includes assembly, educational, institutional, industrial, commercial, mercantile, business, residential, and rural outbuildings. 97.7 percent of the total building inventory is residential and related outbuildings. The Central Point and White City FMZs contain 65 percent of the estimated 43,000 structures in the District.



Risk Categories: The risk represented by various inspectable occupancies is rated on a scale from *High Risk* to *Low Risk*. Risk categories are defined by potential severity/risk (building size and height, water demand, life safety, property, and consequence). The District has adopted the NFPA 1730 definitions for building classifications and inspection frequency schedule as our model and goal.

High Risk: An occupancy that has a history of high frequency of fires or a high potential for loss of life or economic loss. Includes low risk factories, educational, retail stores, hotels, multi-family residential, foster care, and assisted living facilities. These buildings have potentially high numbers of people but in lower concentrations than assemblies. The contents of these facilities are comprised of common combustibles. While the educational and assisted living facilities pose a significant life hazard, they are highly regulated and monitored to reduce the risk.

Moderate Hazard/Risk: An occupancy that has a history of moderate frequency of fires or a moderate potential for loss of life or economic loss. Includes businesses, one and two family residential and moderate hazard storage facilities. Businesses are defined as occupancies that generally provide services, not products. These buildings have low life safety hazards, with common combustibles and typically a low risk to adjacent property and the environment.

Low Hazard/Risk: An occupancy that historically experiences a low frequency of fires and minimal potential for loss of life or economic loss. Includes low hazard storage buildings and low risk accessory buildings. These buildings are a low life hazard and have a minimal risk to adjacent properties and the environment. Examples are livestock shelters, stables, storage of non-combustible products, outbuildings, detached garages, etc.

Number of Occupancies by Risk Category and FMZ			
FMZ	High	Moderate	Low
Agate Lake	1	0	3
Central Point	84	60	406
Dodge Bridge	1	0	6
Eagle Point	27	24	171
Gold Hill	6	9	64
Sams Valley	3	6	3
White City	104	197	452
Total	226	296	1,105

Inspectable Occupancies: There were 1,656 inspectable occupancies (structures other than residential, agricultural, and outbuildings) in the District at the end of 2016. (Compared to 918 inspectable occupancies ten years ago.) 74.25 percent are located in the White City and Central Point FMZs. The number of inspectable occupancies in the Central Point FMZ is expected to increase rapidly over the next few years. Future development is expected to follow this pattern. The White City and Central Point FMZs contain the greatest number of inspectable occupancies. The White City FMZ contains the greatest number of factory, hazardous, and storage facilities.

Inspectable Occupancies by Risk Category		
Risk Category	Inspection Frequency	Total Inventory
High Hazard / Risk	Annually	226
Moderate Hazard / Risk	Biennially	296
Low Hazard Risk	Triennially	1,105
Not otherwise Classified	Various	29
TOTAL		1656

Fire Safety Systems 2016		
System Type	number	% of whole
Fire Sprinkler System	345	39.8%
Fire Alarm System	313	36.1%
Kitchen Hood System	84	10%
Classified as Other	123	14.1%
TOTAL	865	

There are 865 Fire Safety Systems maintained in the inspectable occupancies throughout the District. These may be a single system in a small business or a multitude of complex systems within a large high risk facility.

Hazardous Materials: There are 302 identified occupancies in the District with reportable quantities of hazardous materials. Based on the Oregon Hazardous Substance Information System (HSIS) classification system there are 99 occupancies rated as High Priority, 21 rated as Moderate, and seven rated as Low. The District uses the HSIS to identify, document, and prioritize hazardous materials.

The actual occurrence of emergency incidents involving hazardous substances is very low. There is a recognized error in the reporting of these incidents. The current incident code lumps Hazardous Condition and Hazardous Materials together. This incident type was coded 122 times in 2015, although there was no response or consultation by the hazardous material team indicated.

Water Supply: The District operates from hydrants supplied by the municipal water system in the cities of Central Point, Eagle Point, Gold Hill and the developed communities and industrial park of White City. This loosely matches the footprint of the urban and suburban fringe areas.

The lack of hydrants throughout the rural areas of the District contributes to the risk associated with fire loss. The District recognizes 50 annually inspected water supplies or water sources outside the hydranted locations.

Risk Values: The District stratifies risk into more definitive categories by determining the values exposed to loss, the probability of an event occurring, and the consequences that such an event may have on the community. The District believes primary risk falls into four general categories in order of severity: life risk, economic/community risk, environmental or historical risk, and pure dollar loss. All of these risk types exist and are further defined below. Although a few examples of each are provided, this is not meant to depict a comprehensive list.

Life Risks:

Any location that presents a high risk of life loss, such as high density housing (particularly unsprinklered and older structures), foster care homes, skilled nursing facilities, hospitals, housing within close proximity to hazardous manufacturing or storage, day-care centers, and schools. **Some examples are:**

Assembly Occupancies: Crater High School Performing Arts Center, White City Six Movie Theater, Jackson County Expo (all), churches (some), 39 public schools, Rogue Community College

High Density Housing: Laurel Pines, Marty Rasmussen Foster Care, Mary Holmbeck Foster Care, Central Point Retirement Community, Cherry Street Apartments, Twin Creeks Retirement, Alderwood Assisted Living, Brookdale of Eagle Point, Airport Super 8 Motel, Brookside Inn, Holiday Inn Express, La Quinta, Southern Oregon Rehabilitation Center, 96 additional apartment buildings, 32 mobile home parks

Economic and Community Risk:

Comprised of those facilities that have a high dollar value, and if destroyed or damaged by fire could close or relocate, permanently or temporarily placing a severe economic burden on the community through the loss of jobs and/or tax revenue. This category also includes critical infrastructure of primary importance to the economic health and safety of the community, such as utilities, roads, and bridges.

Economic: All Weather Wood, Allura Plychem, Amy's Kitchen, Boise Cascade-Engineered Wood Products Antelope Rd, Medford Plywood Mill on Antelope Rd, White City Veneer on Antelope and Hwy 62, Cascade Wood Products, Western Valley Cut Stock, CDS Publications, Linde Electronics, Pacific Crest Transformers, Erickson Air Crane Willow Springs, Care Stream, Murphy Veneer, Ram Offset, Spectrum Industries, Blackwell Consolidated, Highway Products, River Hawk Boats, Bolton Boats, Rivercraft Boats, Fed-Ex Freight

Community Risk: Jackson County Roads and Parks, Southern Oregon Regional Rehabilitation Center, Oregon department of Transportation, utility network and infrastructure, cell towers

Environmental or Historic Risk:

Any area where a high risk of severe or permanent environmental damage would likely occur in the event of a fire loss or hazardous material spill, or any structure of significant historical significance to the community.

Biomass One Energy Production Plant, Dry Creek Landfill, Rogue Disposal Transfer Station, Grange Co-op Fertilizer Plant, Grange Co-op Grain Elevator, Care Stream, Linde Electronics, Knife River Asphalt, Space LLC refrigerant, Carestream, Erickson Air Crane Plating, Ferrellgas, MWC Water Treatment Plant, BCV Sanitation Sewer Plant, Downtown Central Point, Downtown Gold Hill, Downtown Eagle Point

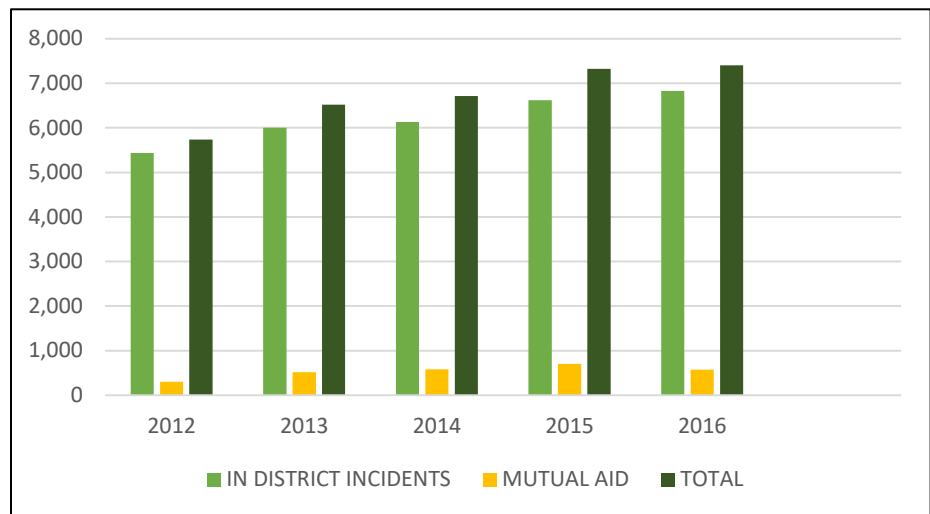
Pure Dollar Loss: Structures that have a high value but pose a low risk of life loss or community economic impact and are typically fully insured against loss. Examples include large rural residential and farm structures, and some commercial buildings housing primarily inventory.

Amy's Kitchen Warehouse, Terra Mai, Biomass One Fuel Pile, Boise Cascade Log Deck, Murphy Veneer Log Deck, All Weather Wood Storage, hay or crop storage and the many residences throughout the District that exceed 8,000 sq. feet

SECTION FOUR: Incident Distribution and Probability

Incident Volume:

The total number of incidents continues to increase each year. Incident totals have risen 146 percent in the last decade; 2007 ended with a total of 5,030 incidents, compared to the 7,404 in 2016. The number of fire incidents varies with the severity of the summer fire season. The number of actual fires each year has remained about the same.

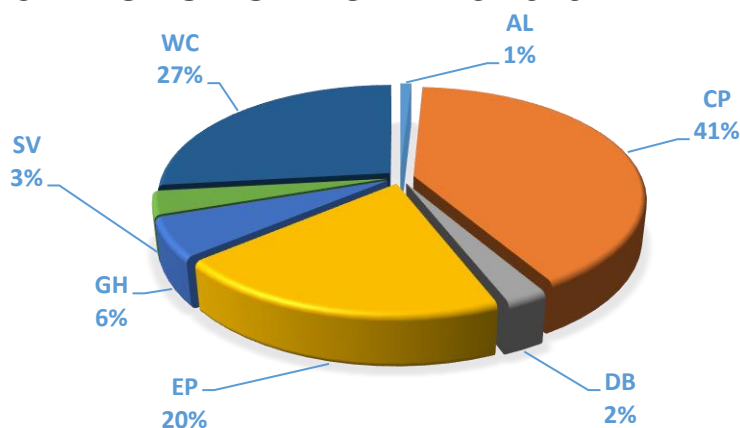


In general, medical incidents increased with an average of 3.8 percent over the past four years. 2015 saw an increase of 8.3 percent over 2014, however 2016 decreased by 1.2 percent from the previous year. The miscellaneous non-fire category has leveled off. In 2016 out-of-district mutual aid responses accounted for 7.8 percent of total incidents.

Distribution of In-District Incidents:

In 2016, 41 percent of in-district incidents occurred in the Central Point FMZ with another 27 percent occurring in the White City FMZ. The call volume in the Eagle Point FMZ continues to increase, representing 20 percent of service. Mutual aid incidents accounted for 9 percent of the District's overall incident volume.

DISTRIBUTION OF INCIDENTS 2016



The annual incident volume in the other four FMZs has also seen an increase. Due to the relatively low number of incidents, the percentage increase can be significant.

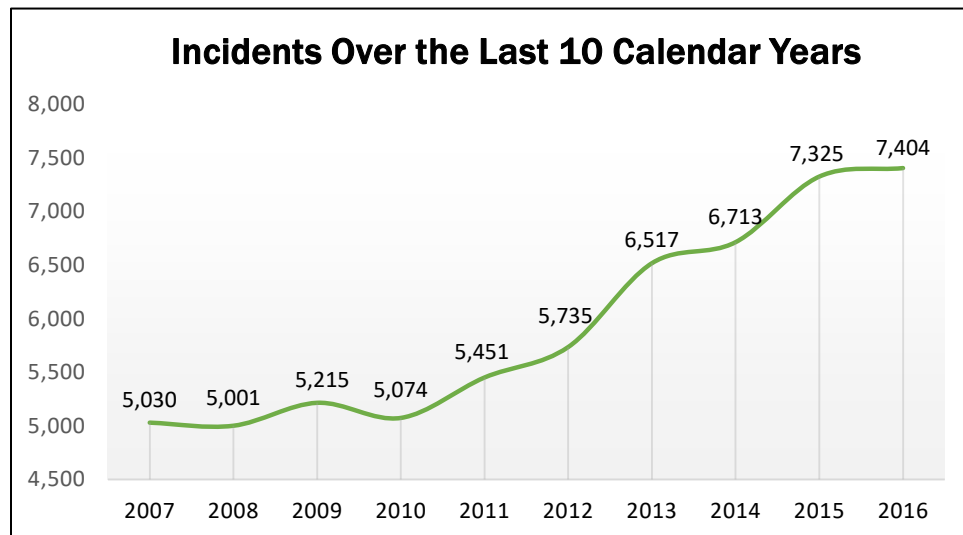
Incident Probability:

Average incidents per day, modal distribution, and time of day are used to quantify incident probability. This data is used to establish and evaluate District Standards of Coverage described later in this document. In 2016, 34 percent of all incidents resulted in a Code 3 response. Of that 57.6 percent of all Code 3 incidents occur in the urban zones of the District. The urban zones account for 9.6 percent (15.7 square miles) of the total 167.4 square miles of the District. Incidents for service in the rural area represented the largest increase over the past four years at 26.1 percent, while the urban area increased by 22.4 percent. The suburban area has seen a 6.7 percent

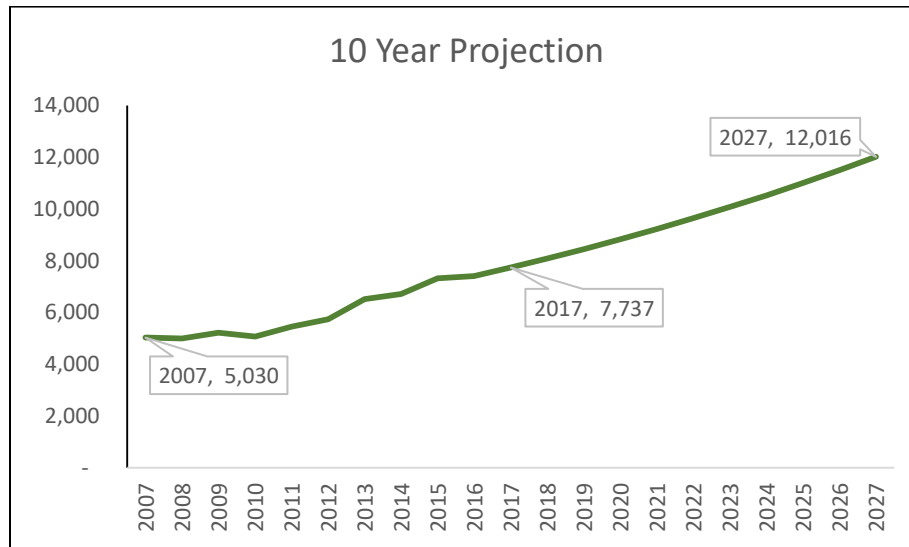
increase in incident volume over the same time period. The smaller number of incidents in the area are vulnerable to significant data swings. It is possible that the unusual decrease seen in 2013 is attributed to a single location.

Over the past ten years, call volume has increased an average of 4.5 percent annually.

4 Year Incident Comparison		
Station	2013	2016
Agate Lake	30	61
Central Point	2,367	2,736
Dodge Bridge	133	167
Eagle Point	1,199	1,341
Gold Hill	372	393
Sams Valley	249	233
White City	1,654	1,803
Mutual Aid	516	670
Total	6,520	7,404



Projecting this trend out, the District will experience over 12,000 incidents annually in ten years.

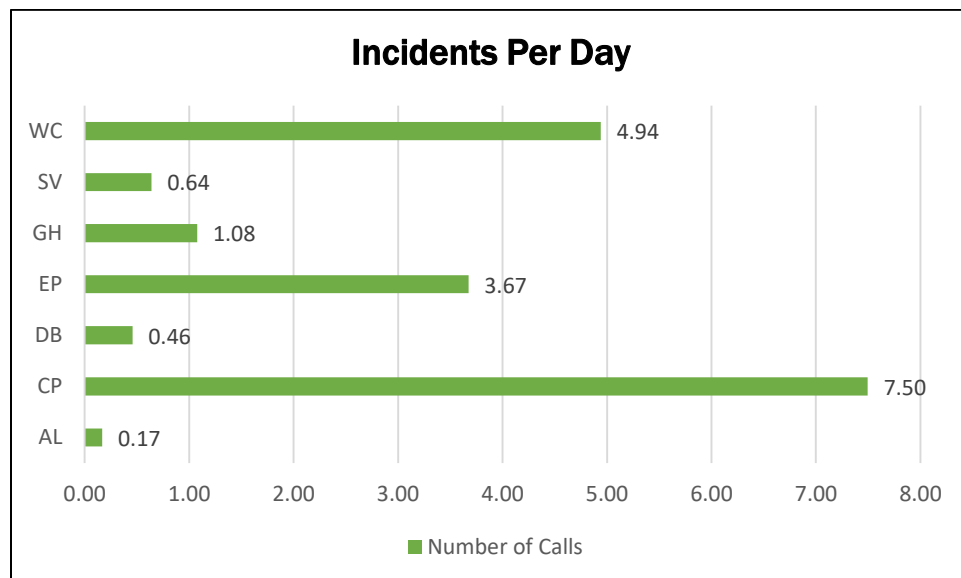


As presented earlier, the urban densities produce the greatest call volume. Below is the call volume per density, per day.

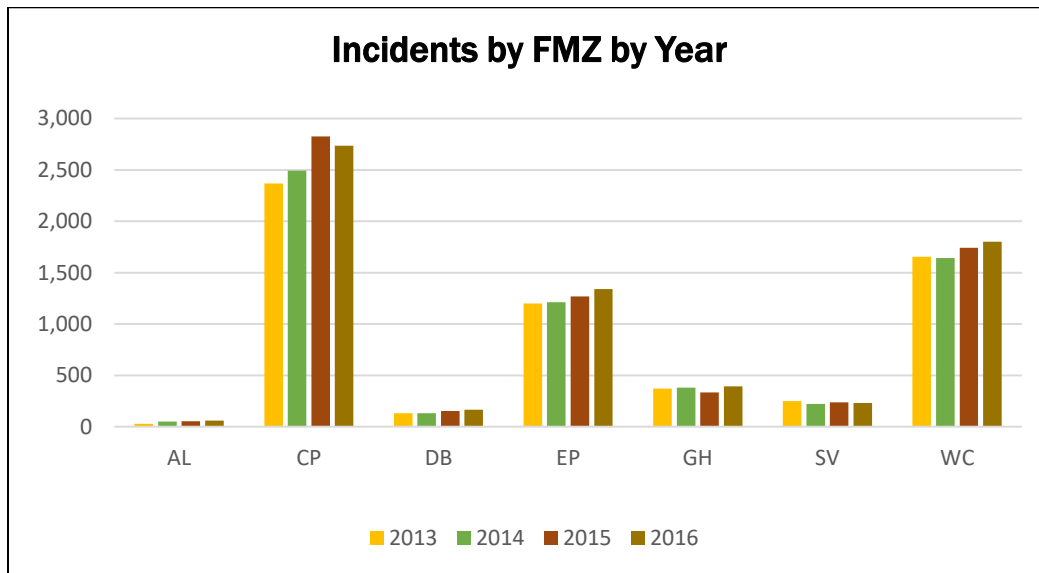
Incident Volume Per Day by Density									
Density Zone	2013		2014		2015		2016		% Change
	Incidents	Per Day	Incidents	Per Day	Incidents	Per Day	Incidents	Per Day	13-16
Urban	3,868	10.60	4,063	11.13	4,774	13.08	4,736	12.98	22.4%
Suburban	390	1.07	349	.96	398	1.09	416	1.14	6.7%
Rural	1,256	3.44	1,188	3.25	1,447	3.96	1,584	4.34	26.1%
Total	5,514	15.11	5,600	15.34	6,619	18.13	6,736	18.45	22%

The Agate Lake FMZ had the largest percent increase but ranks last in total call volume compared with the other FMZs. The daily call probability increased from 17.9 to 20.3 incidents per day in the last four years.

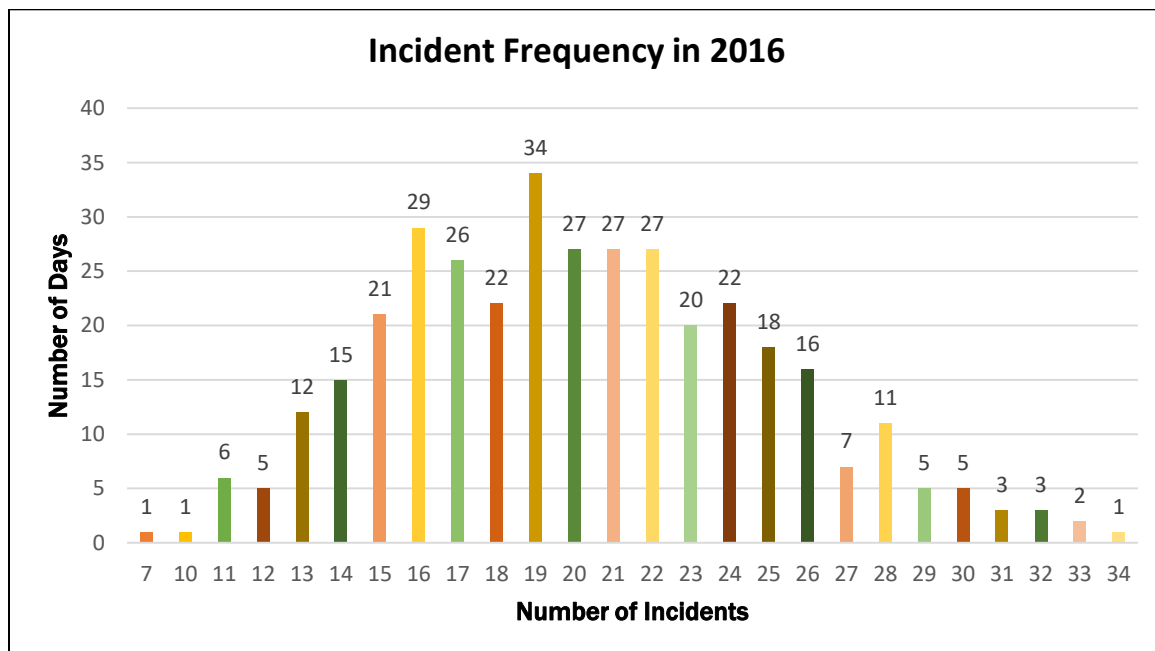
Incident Volume Per Day by FMZ									
FMZ	2013		2014		2015		2016		% Change
	Incidents	Per Day	Incidents	Per Day	Incidents	Per Day	Incidents	Per Day	13-16
Agate Lake	730	0.08	51	0.14	55	0.15	61	0.17	103.3%
Central Point	2,367	6.48	2,492	6.83	2,825	7.74	2,736	7.50	15.6%
Dodge Bridge	133	0.36	132	0.36	154	0.42	167	0.46	25.6%
Eagle Point	1,199	3.28	1,212	3.32	1,268	3.47	1,341	3.67	3.67%
Gold Hill	372	1.02	382	1.05	334	0.92	393	1.08	5.6%
Sams Valley	249	0.68	224	0.61	238	0.65	233	0.64	-6.4%
White City	1,654	4.53	1,643	4.5	1,741	4.77	1,803	4.94	9.0%
Mutual Aid	516	1.41	585	1.6	706	1.93	670	1.84	29.8%
Total	6,520	17.9	6,721	18.4	7,321	20.1	7,404	20.3	13.6%



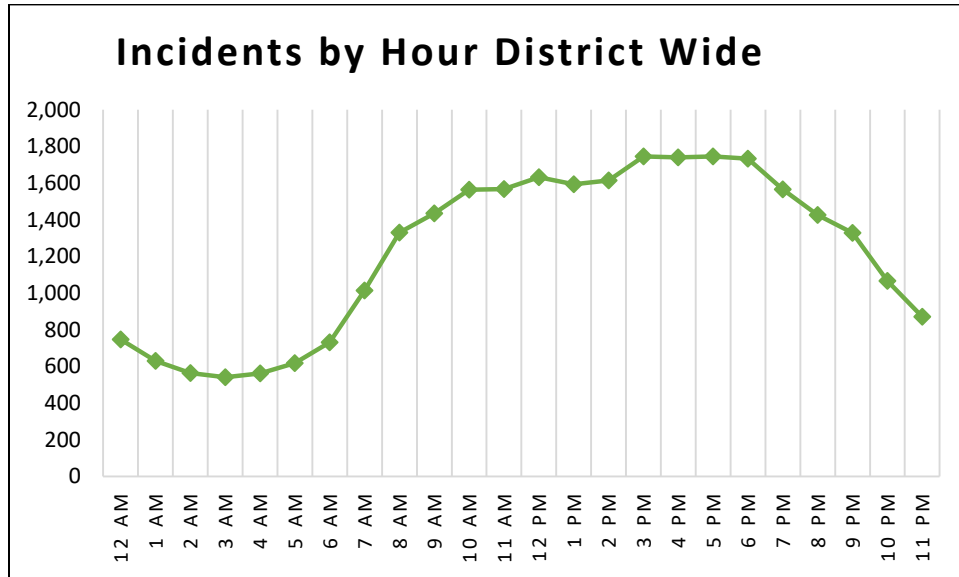
⁷ Abnormally low year, 2012 experienced 47 responses



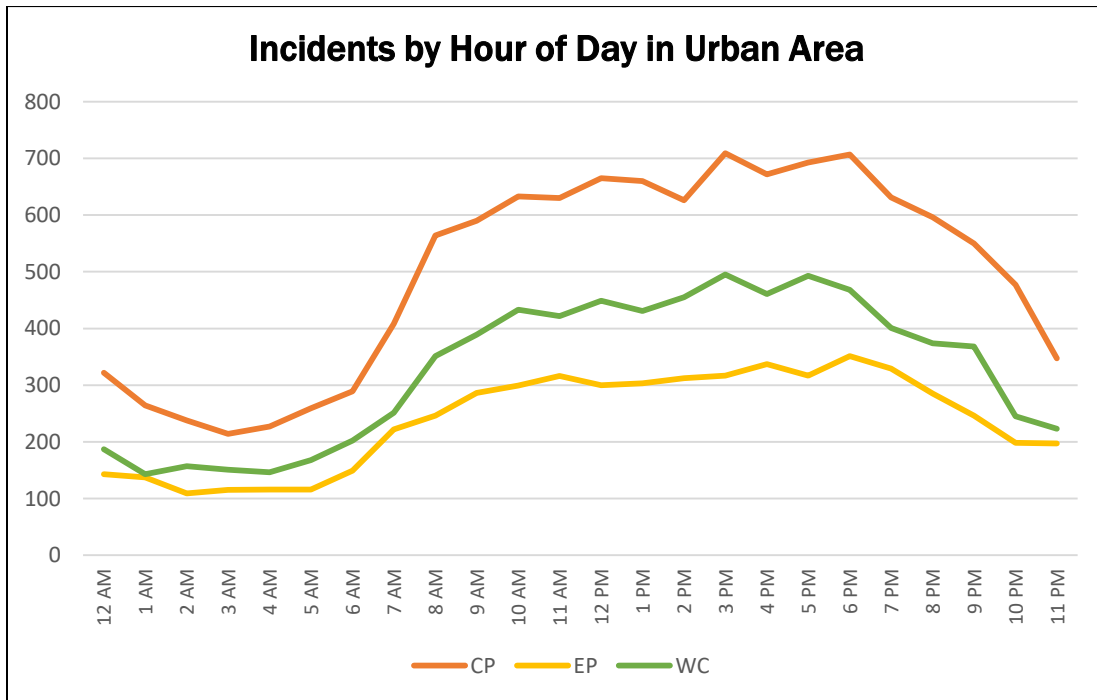
There were no days (midnight to midnight) in 2016 with less than seven incidents. There was one day with 34 incidents. 80 percent of the days in a calendar year the District can expect to receive between 16 and 26 incidents.



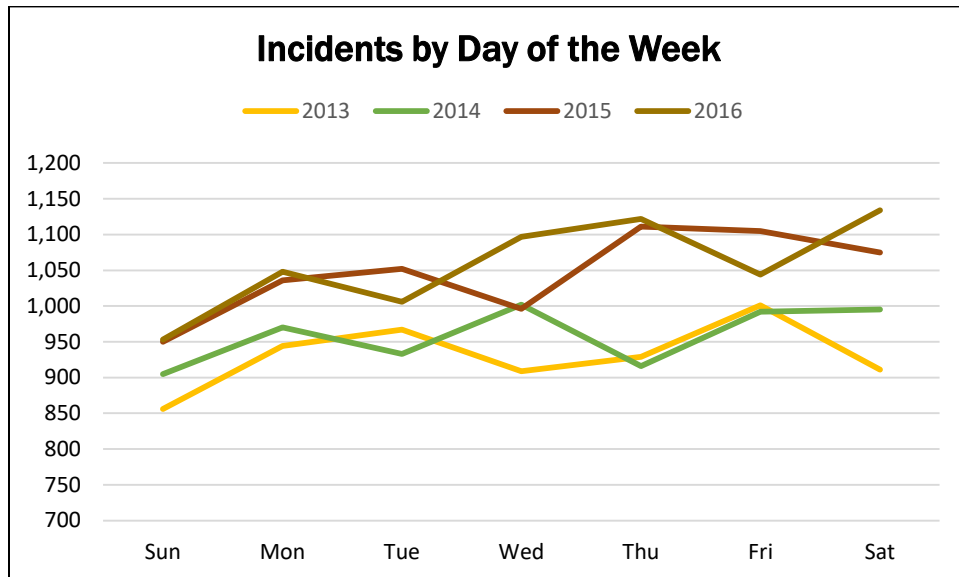
Incident activity by time of day is lowest during the period from 10:00 pm to 7:00 am. It escalates rapidly and continues throughout the day until about 6:00 pm at which time it begins to taper off. This pattern has held consistent for the last several years.



This same general pattern holds true for the urban densities. The increased call volume is in direct correlation with overall FMZ call volume.



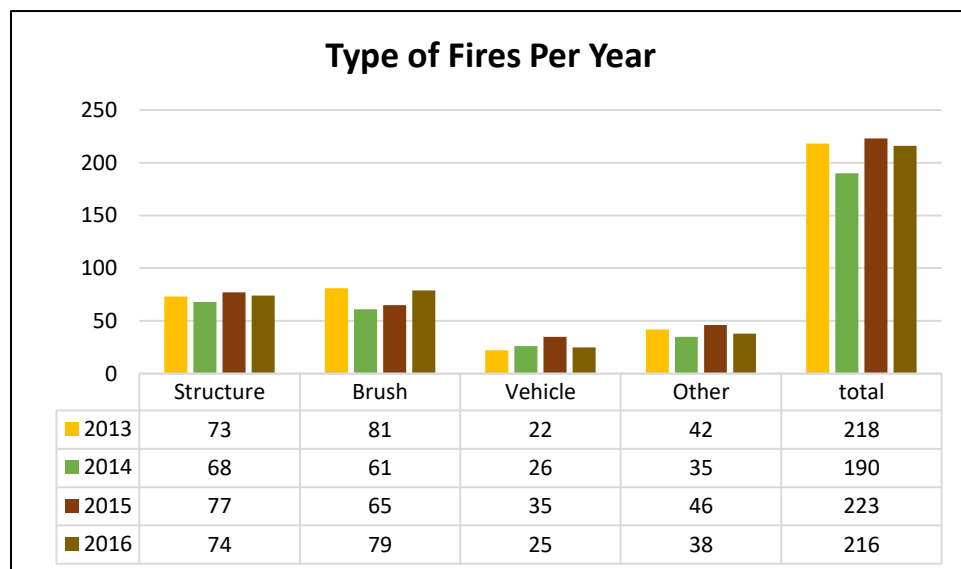
The day of the week with the highest and lowest call volume varies from year to year but overall it is fairly balanced. The total number of incidents increases each year. There is not a significant difference in the anticipated incidents per day regardless of the day of week.



The distribution of fire and medical incidents does not significantly vary from these overall patterns.

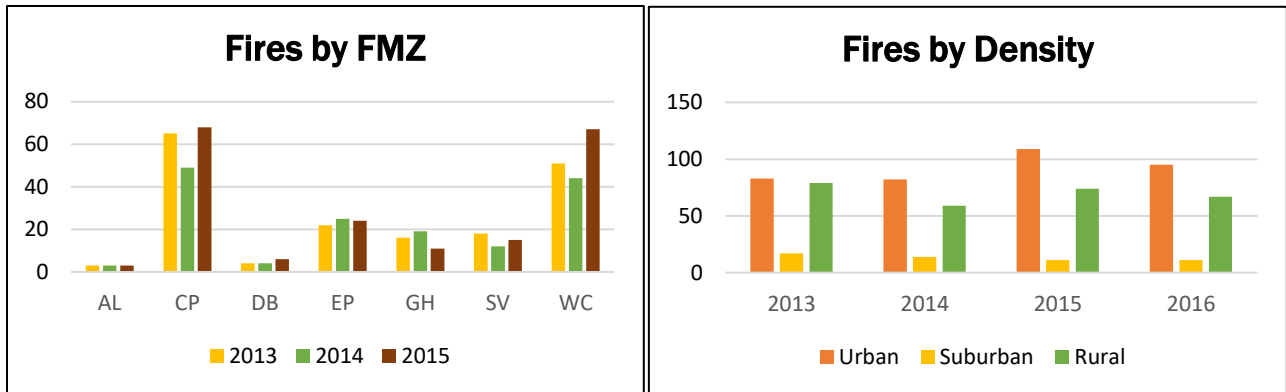
Fire Incidents:

The number of fire incidents in each category varies from year to year. Vehicle fires saw a spike in 2015, however settled back to the trend in 2016. The variation from year to year in brush fires is mostly weather related.



The greatest number of fire incidents in 2016 occurred in the White City and Central Point FMZs (70 percent). The distribution of fire incidents follows the same pattern as the population by FMZ.

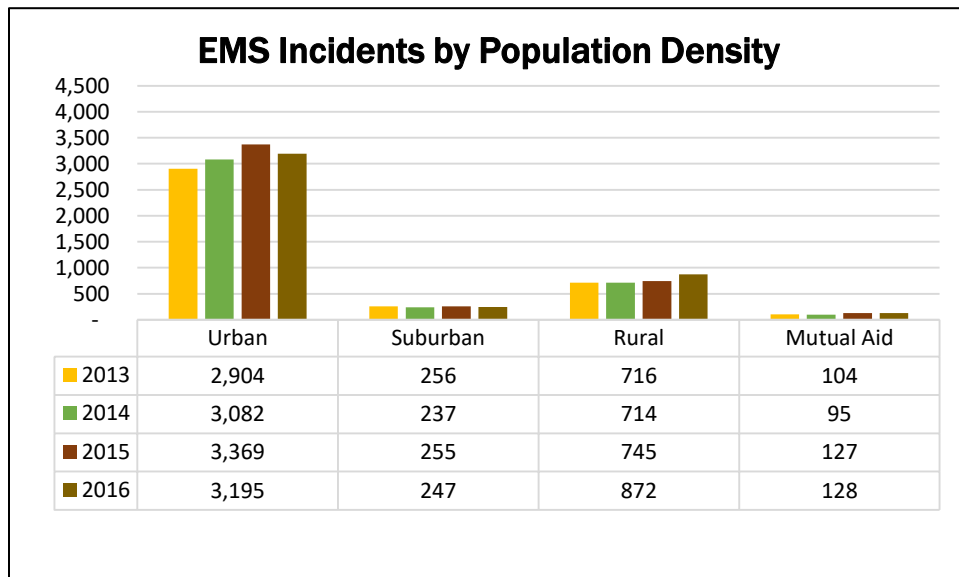
In 2015, 54 percent of all fire incidents occurred in urban density zones which account for only 9.4 percent of the geographic area of the District.

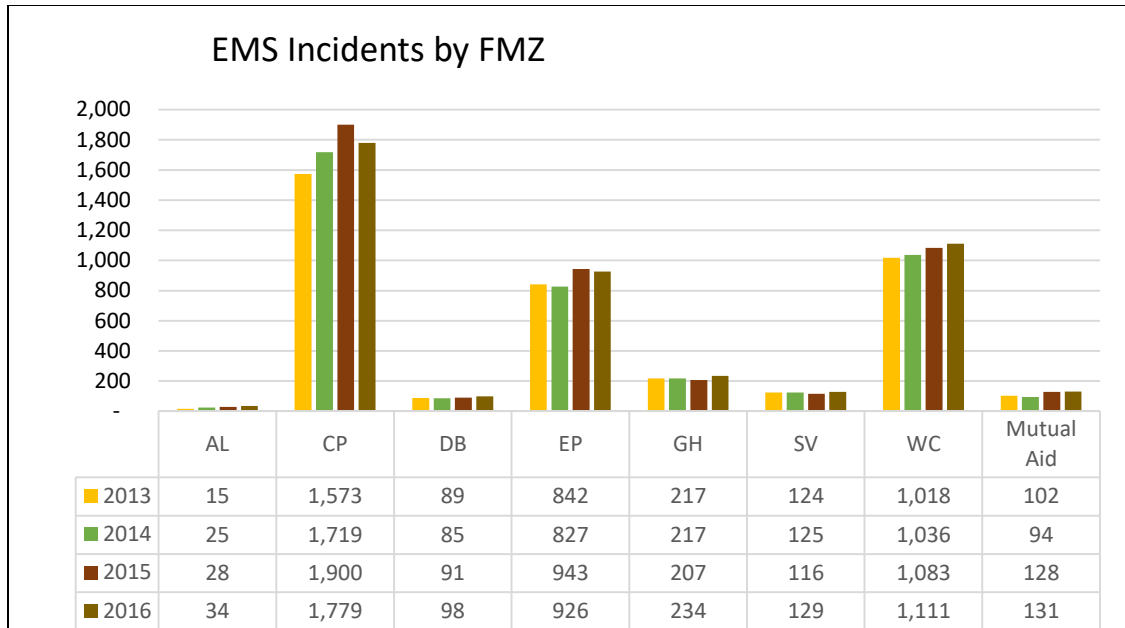


Medical Incidents:

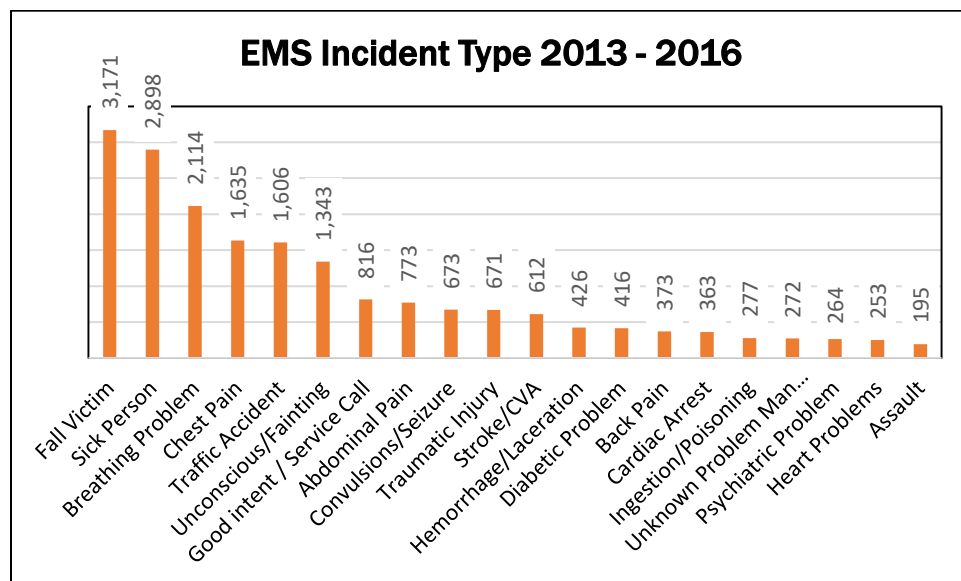
The greatest number of medical incidents occur in the more densely populated areas of the District. Again, the urban zones account for nearly ten percent of the geographic area of the District and 77.6 percent of the total medical incidents.

The distribution of medical incidents by FMZ confirms the same findings with the largest number of medical incidents occurring in the more densely populated FMZs. The number of medical incidents continues to increase in the Central Point and Eagle Point FMZs. Call volume in the remaining FMZs is relatively consistent with the three-year averages.



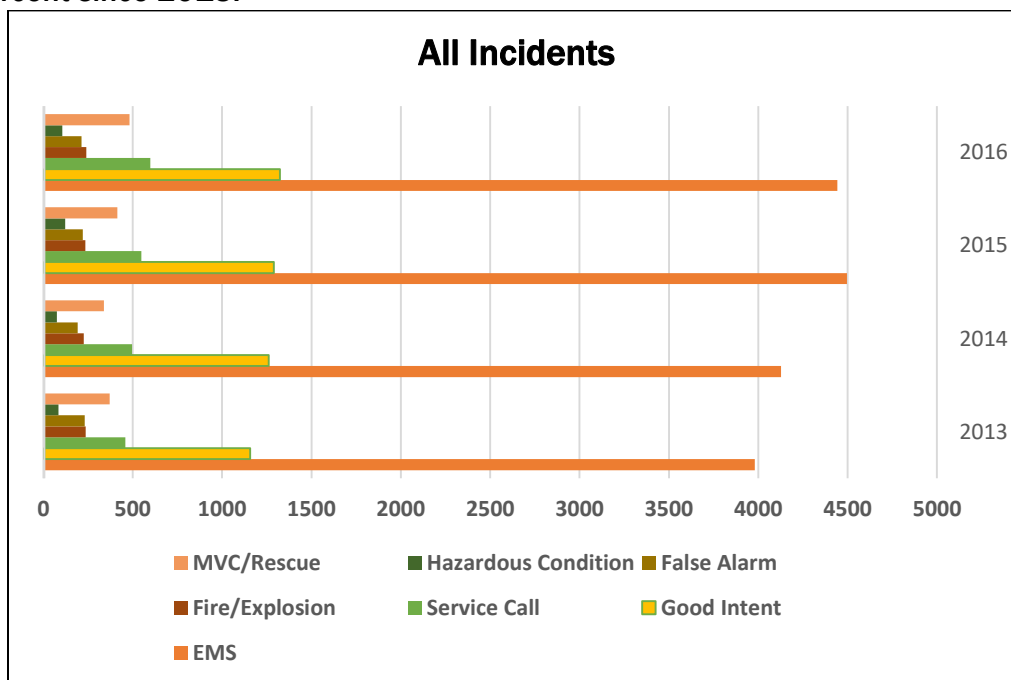


The type of call for medical services can vary widely. The following chart is a depiction of the most common EMS call types for the past four years.



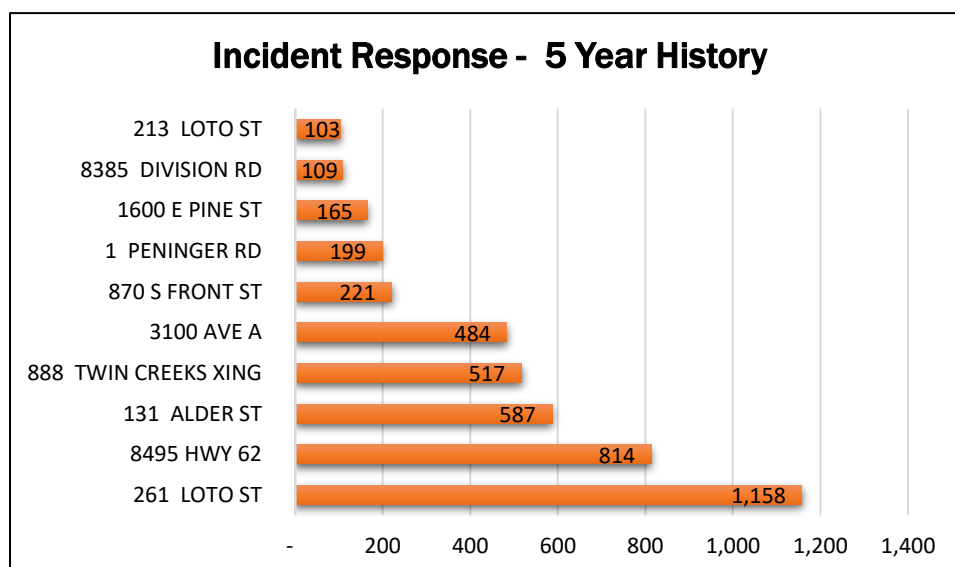
Non-Fire Incidents:

Non-fire incidents accounted for 96.8 percent of in-district incidents in 2016. The emergency medical service category continues its sharp upward trend growing another 10.4 percent since 2013.



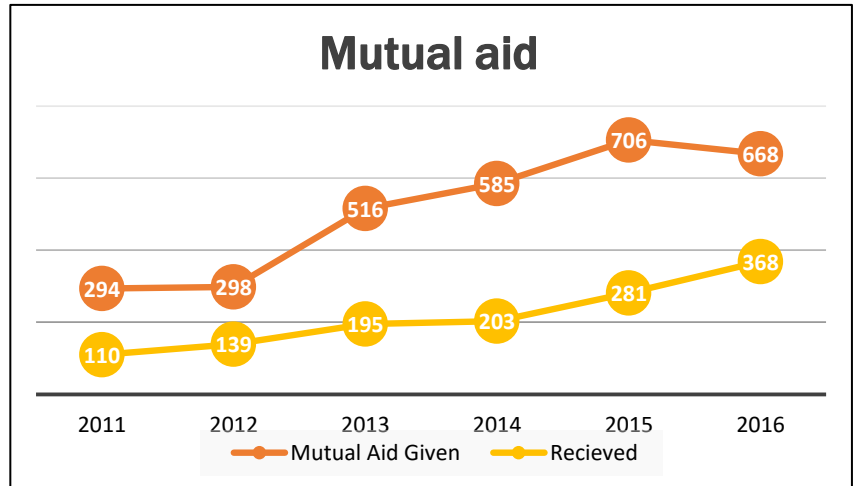
High Service Use Locations:

Certain locations/occupancies utilize District resources more frequently than others. This graph identifies the top ten locations for incident response over the past five years. Four of the top five locations are assisted living facilities. This graph also illustrates the frequency in which walk-in incidents occur at the Eagle Point station; ranking tenth.



Mutual Aid:

The District is a frequent provider of mutual aid as earlier indicated. As a signer of the two county mutual aid agreement the District is available to assist many of the smaller surrounding agencies. This report reflects a significant increase in mutual aid provided as a result of the implementation of the closest forces agreement and two battalion chief response model with the City of Medford in 2013. Mutual aid response to other neighboring agencies remains statistically unremarkable. The 2016 equalization is a result of AVL closest engine dispatching instead of the predetermined dispatch lists.



Over the past six years, the District has provided mutual aid more frequently than it is received.

Other Activities:

District personnel are involved in a variety of other official activities that require time and the use of District resources. All of these activities are necessary to maintain a high level of response readiness, promote fire and life safety, and to remain highly responsive to public education and information needs. Although these activities are secondary to incident response, the distribution of resources or concentration is adversely impacted about ten percent of the day, amounting to approximately two percent of incidents.

- **Training Activities**
 - Recruit training
 - Volunteer Firefighter training
 - EMS continuing education
 - OSHA required training
 - DPSST certification training
 - Technical rescue training
 - Physical fitness training
 - Development and succession
- **Prevention Activities**
 - Fire safety inspections
 - Station tours
 - Open houses
 - Anytime CPR
 - Child safety seat installations
 - Fire and medical event standbys
- **Fire investigations**
- **Site and construction plans review**
- **Building safety inspections and consultations**
- **Station, Apparatus, and Special Activities**
 - Daily and weekly station maintenance
 - Daily apparatus and equipment checks
 - Operational support assignments
 - Special projects

SECTION FIVE: Measuring System Performance

System performance is generally measured using three concepts:

1. Distribution (what and where)
2. Concentration (how much)
3. Reliability (how well)

The analysis of these three concepts is used to establish performance objective response time goals for the various identified risks within the service area.

Concept #1: Distribution

Distribution of resources deals with the concern that a sufficient baseline level of resources is available throughout all geographic areas of the District. The goal is to ensure the rapid deployment of resources to bring an emergency situation to a successful conclusion.

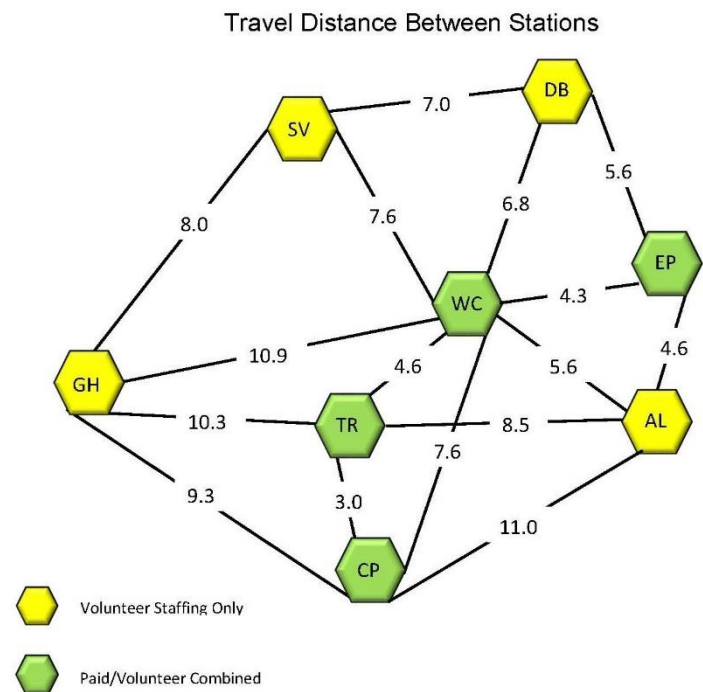
Initially arriving resources are equipped and trained to accomplish the following tasks:

- Assess the situation
- Establish a plan of action to mitigate the situation
- Request appropriate additional resources
- Stop/impede the escalation of the situation

Distribution is generally measured by the percent of the jurisdiction covered by pre-positioned apparatus within adopted public policy response time goals (see Section Five). For the most part, this is a time and distance analysis.

District response resources are distributed between eight fire stations. The White City station serves as the hub in the center of the District. The four full-time staffed stations are located in areas of highest population and industrial density (Central Point, Eagle Point, Table Rock and White City). The other four volunteer staffed stations are located in rural areas of the District. Response from these stations is dependent on volunteer availability.

Apparatus is assigned to each station based on staffing and type of hazards that exist in each area. Stations are equipped with sufficient apparatus to accommodate both paid and volunteer initial and secondary response. The District maintains 34 emergency response



vehicles and an additional 11 support and staff vehicles. Vehicles are replaced on a replacement schedule adopted annually.⁸

Distribution Measurements

Response time is measured in a continuum from the point an emergency call is received to the point emergency units arrive on scene. Response time is a key indicator used to evaluate emergency response geographic coverage (distribution). When evaluated over a period of time, response time is a good indicator of an agency's capability to sustain a stated level of service.

Call Processing Time is the interval between the receipt of a 911 telephone call at the dispatch center and the time a dispatcher activates the station alerting device. The call processing time can vary significantly depending on type of call, accuracy of information provided, and the location from where a call originates. The adopted standard/goal of Emergency Communications of Southern Oregon (ECSO) is 90 seconds.

Transmission Time is the time it takes for technology to notify the crews and deliver the needed dispatch information. This time is not tracked separate, instead it is a factor charged to turnout times.

Turnout Time is the time between the receipt of the incident by the fire department and the time the first unit responds. Turnout times vary on the type of incident, time of day, and/or other activities that may be occurring at the same time. While turnout time is important, shortcuts that violate safety standards or create risks of personal injury must be avoided.

The modern fire service has taken a more balanced approach between rapid response and the safety of the firefighters. Today's firefighters have a greater array of personal protective equipment (turnouts) that must be donned before they enter fully enclosed cabs, are seated, then fasten their seatbelts prior to leaving the station. NFPA 1710 has adopted a more balanced approach and adopted an 80 second turnout time standard. The District's adopted target turnout time for structure fires is 90 seconds; 60 seconds for EMS incidents.

Travel Time is measured from when the first unit responds to the scene to when they arrive on scene. Travel time is the same as driving time.

Travel time within the District is fairly constant and predictable. In the more urban and suburban areas, streets are laid out in a uniform manner, well maintained, with most signal lights incorporating the use of traffic signal preemption technology.

In the rural areas road surface, width, and topography may play limiting factors in achieving established time standards. The primary constraints for travel time are traffic patterns, barriers to access, and the growing distance between fire stations and the location demanding service.

Weather remains a variable for response during the winter months.

⁸ Appendix: Apparatus and Vehicle Replacement Schedule

Response Time includes those elements of responding that are under direct control of the fire department. It is the time the fire department is notified to the time the fire department arrives on scene (turnout time + travel time). In general this is the only time that matters to the general public. Response times vary from one FMZ to another due to area.

Response time capability can be measured by analyzing actual response times or calculated by measuring travel distance. Each approach offers a separate view. Response time statistics provide a percentile evaluation of actual response. Actual response times can vary widely in a system composed of staffed stations and volunteer stations. The actual travel distance to the scene will, in many incidents, depend on the availability of volunteer firefighters. If volunteers are not available, firefighters from more distant stations must respond, increasing travel times. The reliability of volunteer response will be evaluated later in this section.

Travel time can also be measured by using distance and speed. The Insurance Services Office (ISO) uses this approach in its analysis. The ISO uses an average speed of 35 miles per hour.⁹

Current data limits the focuses to the total response and time falls short of referencing the actual time to action. This would be the time the fire department performs mitigating action. It would be when water is actually applied to the fire, chest compressions are begun on a cardiac arrest patient, or a leak is slowed or stopped at the hazardous materials incident. This element of time should be a consideration of effectiveness.

Concept #2: Concentration

Concentration of resources focuses on ensuring that an adequate number of personnel and equipment can be brought together at any single point to the level necessary to effectively handle an emergency. In most cases, a strong initial response force is likely to stop the escalation of an emergency to higher risk categories. A full effective response force is expected to accomplish the necessary initial objectives.

Concentration Measurements

Concentration is measured in the amount of time it takes to assemble a full effective response force on scene. Concentration measurements generally relate to structure fires, however the concept of getting sufficient resources to the scene applies in all emergency situations. The District defines a full effective response force as three engines and an aerial, four engines and a tender, or four engines. Response time and on scene staffing must be considered.

⁹ Appendix: 7, 11, and 13 Minute Response Zone Map.

Concept #3: Response Reliability

Response reliability deals with the probability that the required amount of staffing and apparatus will be available when a fire or other emergency call is received. If every piece of apparatus in each station were available every time a fire call was received, the response reliability for each station would be 100 percent. As the number of incidents per day increases, the probability increases that a needed piece of apparatus and/or personnel will already be busy with an existing incident. Consequently, the District's response reliability decreases.

The table to the right illustrates the frequency in which there was more than one call occurring simultaneously in each FMZ during 2016. Nearly 27 percent of the time an incident was active in the Central Point FMZ, a simultaneous incident occurred requiring response from another station.

District Personnel Resource Components:

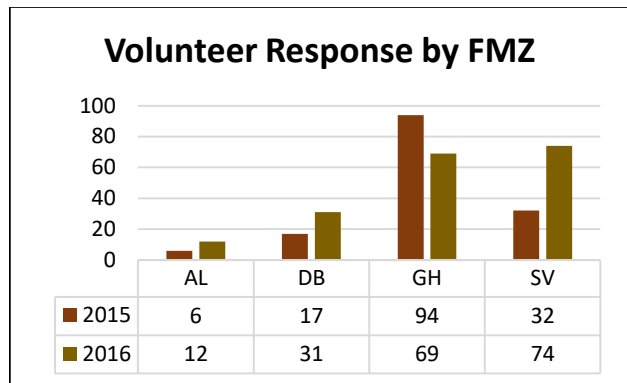
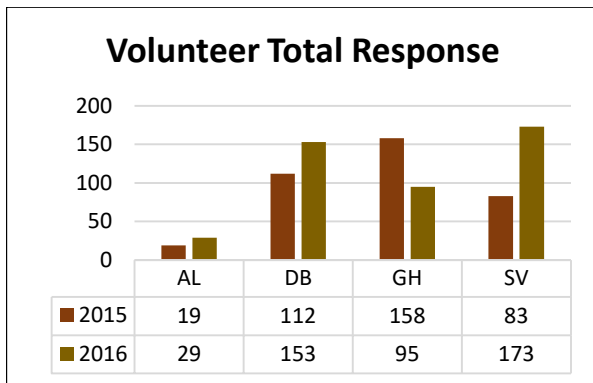
FMZ	Occurrence	Reliability
Central Point	837	73.06%
White City	204	89.59%
Eagle Point	128	91.27%
Sams Valley	2	93.75%
Gold Hill	2	97.96%
Agate Lake	0	100%
Dodge Bridge	0	100%

The Fire District relies on a combination of full-time paid firefighters and on-call volunteer firefighters. Four of the District's eight stations are staffed full time with paid firefighters. The full-time staffed stations are located in the areas with the greatest population, risk and call volume. The four volunteer stations are located in rural areas with less call volume.

Paid personnel are dispatched to all incidents throughout the District to ensure response in the event volunteer personnel are unavailable. The availability of volunteers generally enhances initial response in terms of response time and personnel on scene. Response time goals, particularly in the suburban and rural zones of the District is affected if volunteer response is unavailable since travel distances from the paid stations may be longer.

The battalion chief and/or the station captains are expected to know the geography, traffic, and other factors that may influence response. They are expected to consider current staffing levels and other activity occurring throughout the District. These considerations will influence their decision on which station apparatus to send to the incident and/or move to another station.

Volunteer firefighters are toned through a radio pager system and multimedia message (MMS) at the time of incident by the dispatch center. Volunteers respond to their assigned stations. They may then respond to the incident, standby at their assigned station, or move up to cover another station area. Factors that impact volunteer response include day of week, time of day, location of incident, and type of incident. It must be recognized that at any particular time volunteers may not be available for response. This will result in the career station response being the first arriving apparatus.



The District maintains a closest forces agreement with the City of Medford. This ensures that the closest capable unit is dispatched to the call regardless of jurisdiction. Mutual aid from other neighboring fire departments is a programmed element of the District's overall response program. Additional mutual aid resources are pre-programmed for initial and secondary response in most locations throughout the District.

Much of the rural area of the District is also under the protection of the Oregon Department of Forestry (ODF). During the summer fire season, ODF responds in conjunction with the District to reported grass and brush fires with ground, mobile, and air resources.

The District uses a progressive and tiered response system to address response reliability concerns.

- Paid resources are dispatched to all incidents regardless of location in the District. Response from volunteer firefighter staffed stations can never be assumed to be 100 percent.
- Apparatus and personnel are moved fluidly to maintain a minimum level of coverage throughout the two districts of Medford and Fire District 3.
- A duty officer is on call at all times to support command and staffing functions during larger incidents.¹⁰
- Call back of off-duty paid personnel and volunteer firefighters is used as drawdown of available resources occurs.
- Automatic and mutual aid is utilized to ensure the District does not reach resource exhaustion. In the event of extreme resource drawdown, the District, in conjunction with the Rogue Valley Fire Chiefs Association, implements an area-wide system of resource coordination.
- If an extreme resource drawdown condition continues beyond the capability of the joint area wide fire service, state mobilization may be requested to bolster resources.

¹⁰ Organization Manual II-B Duty Officer

Total Response Time:

An emergency response is composed of four measurable elements that when combined make the total response time (TRT):

Call Processing: This begins with phone pickup in the dispatch center and ends when the information from the phone interview is sent to the Computer Aided Dispatch (CAD) to determine an initial response. Each call is classified into one of 114 different “emergency problems”. The CAD automatically classifies the problem based on its scope and location with an “incident type”. Location is important because most high-value properties have premise classifications that will affect the incident type. Once the incident type is determined, one of 51 pre-determined response plans is chosen by the CAD. The breakdown of response plans is: 12 EMS, 17 special rescues and 22 suppression/other.

Unit Assignment and Unit Notification: This step is near-instantaneous since the CAD uses the jurisdiction-specific response plan to assign the needed response apparatus to the emergency. Additionally, the CAD uses AVL (GPS) information to assign the closest available units. After unit assignment, the Mach Alert system instantaneously and simultaneously notifies all assigned response units through an automated voice in the station and alphanumeric personal pagers. A redundant 800 MHz dispatch radio channel is also utilized for dispatch to station communication.

Turnout: Upon notification, personnel proceed to apparatus and, if needed, don protective clothing that is needed for the emergency response. Once personnel are seated in the vehicle and ready to respond, a touchscreen entry on a mobile data computer (MDC) or a voice report over the VHF channel will notify the dispatch center that they are responding.

Travel: While driving to the call, crews may read updated information over the MDC or may receive important voice messages from a dispatcher over the tactical channel. Dispatchers can monitor the locations of response units and their progress toward the incident. The crew will use an MDC touchscreen or voice report to indicate arrival on scene. First arriving crews on major emergencies are expected to give appropriate voice size up reports in lieu of touchscreen notifications.

SECTION SIX: Establishing an Effective Response Force

This section contains four subsections:

1. **General Fireground Operations:** This subsection provides a generalized overview of the assessment, calculations, and leadership that takes place on the fireground during the initial stages.
2. **Critical Tasks Analysis:** This subsection identifies the critical tasks that must be conducted by firefighters at emergency incidents in order to control the situation.
3. **Establishment of an Effective Response Force:** This subsection identifies the personnel necessary to complete the critical tasks and the apparatus required to establish an effective response force for different types of incidents.
4. **Standards of Response Programming:** This subsection describes the District's adopted standards for initial response of personnel and apparatus.

Subsection 1: Fireground Operations

The off gassing of hydrocarbon based furnishings and finishings are resulting in a more rapid and volatile fire environment. Fires are growing profoundly larger in less time, resulting in a more complex fireground. Fireground safety is further compromised when this rapid growth is combined with today's construction methodology. The image below depicts the significance of this rapid growth and reduced survivability in a short time period.

The variables of fire growth dynamics, along with property and life risks, combine to determine the fire ground tasks required to mitigate losses. The tasks are interrelated but can be separated into two basic types; suppression and/or rescue. Suppression tasks are those related to getting water on the fire or fire load, while rescue tasks are those related to locating trapped victims and safely removing them from the structure.

Fire control tasks are generally accomplished by using one of two methods; hand held hose lines or fixed master streams. The decision to use hand lines or master streams depends upon the stage of the fire, water supply, personnel available, and the recognized threat to life and property. If the fire is in the pre-flashover stage, firefighters can make an offensive fire attack into the building by using hand lines. Properly positioned hand lines can quickly extinguish fires or protect trapped victims until they can safely exit the building.

If the fire is in the post-flashover stage and has extended beyond the capacity or mobility of hand-held hoses, or if structural damage is a threat to firefighters safety, the structure is typically declared lost. In this situation, master streams are typically deployed to extinguish the fire to keep it from advancing to surrounding exposures. First-arriving firefighters may use a transitional "defensive-to-offensive" strategy (discussed below) to limit or abate an environment suspected of presenting an immediate danger to life or health (IDLH) for trapped victims while awaiting the arrival of additional resources to mount a more aggressive offensive attack.

Life safety tasks are based upon a number of variables including: the number of occupants, their location, their status, and their ability to take self-preserving action. For

example, ambulatory adults need less assistance than those with restricted mobility. The very young and the elderly may require more assistance.

Before initiating operations, the incident commander must select an appropriate initial strategy, namely: offensive, defensive or transitional. Each strategy has its own critical task demands

Offensive Strategy – This strategy typically employs an aggressive seat-of-the-fire attack by the first-arriving responders. The top priorities of this strategy are to: immediately stabilize the incident, rescue trapped victims and/or minimize property losses. Because the objective is to confine and extinguish the fire in a specific area, the ultimate goal of protecting life in unaffected areas can be achieved simultaneously. The offensive strategy is a preferred fire attack method because its use has dual benefit. Before its use, responders must take into account the; survivability for fire victims, dangers to responders, and availability of needed resources.

Defensive Strategy – This strategy generally consists of an exterior attack designed to either confine the fire to the structure of origin; or, block a fire's expansion by taking a stand at a defensible position. No attempts are made to rescue civilian victims from the active fire area due to either non-survivable conditions or structural risks that outweigh the chances of success. Nearly all firefighting is performed from outside the structure or from unaffected areas on or in the structure.

Transitional Strategy - A transitional strategy is utilized in the face of changing resource levels or changing fire conditions. In the case of a transitional “defensive to offensive” attack, an initial exterior attack would be utilized while awaiting the arrival of sufficient resources to safely mount an offensive attack or until a large fire can be controlled sufficiently to permit a safe interior attack. Conversely, a transitional “offensive to defensive” strategy may be employed when fire spread renders a building unsafe for continued interior operations.

Subsection 2: Critical Tasks Analysis

A critical element in the assessment of any emergency service delivery system is the ability to provide adequate resources for anticipated fire combat situations, medical emergencies, and other anticipated events. Each emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire companies must be notified, respond, arrive, and deployed at the event within specific timeframes and in proper numbers to mitigate the event.

This subsection identifies critical tasks and the number of personnel necessary to establish an effective response force for routinely anticipated types of incidents. For this purpose critical tasks are tasks that must be conducted in a timely manner by firefighters at structure fires in order to control the fire prior to flashover or to extinguish the fire in a timely manner. Time performance standards associated with accomplishing each critical task are not included in this analysis.

The critical tasks described below assumes that the crews are committed to those assigned tasks and would not be available for reassignment until after the balance of the incident arrives on scene.

Structure Fires:

Initial Attack: The initial fireground actions begin with the arrival of the first emergency unit and continues as additional resources arrive and tasks are completed.

Action/Task	# of Personnel
Command	1
Safety	1
Pump Operations	1
Attack Line	3
Total	6

Initial Support: Initial support functions occur slightly later in time than the initial attack functions. These functions are typically undertaken by additional engine companies, truck companies, rescue units, and/or other resources.

Action/Task	# of Personnel
Back-up Line	2
Search and Rescue	2
Ventilation	2
RIT Team/EMS	2
Total	8

Secondary Support: Secondary support functions may be performed by initial response personnel after the completion of initial assignments or by other units specially called for that purpose. Secondary support functions include salvage, overhaul, water supply, rehab, and/or air supply.

The two tables above illustrate that using offensive tactics 14 personnel are needed to accomplish the critical tasks necessary to control a typical residential fire in a hydranted area.

The fire scene is unpredictable in many ways. While it is possible to state what critical tasks must be accomplished in order to extinguish a fire, it is not always possible to predict how many firefighters it may take to accomplish those tasks. The number of personnel and apparatus necessary to accomplish the critical tasks may vary due to many reasons:

- Delayed response
- Building construction, exposures, size, height
- Number of occupants
- Physical and emotional condition of occupants
- Extent of fire upon arrival (flashover)
- Built-in fire protection systems
- Area of fire involvement
- Firefighter or civilian injuries
- Apparatus, equipment failure
- Availability of water supply
- Environmental conditions

Wildland Fires:

Initial Attack: Initial attack begins with the arrival of the first emergency unit and continues as additional resources arrive and tasks are completed.

Action/Task	# of Personnel
Command/Safety	1
Attack Crew	2
Total	3

Extended Attack: Extended attack involves the continuation and extension of the initial attack actions as additional units arrive.

Action/Task	# of Personnel
Command/Safety	1
Safety	1
Attack Crew	2
Attack Crew	2
Attack Crew	2
Water Supply	2*
Structural Support/Protection	2
Total	14

*Second firefighter dependent on volunteer response

Secondary Support: Wildland fires that require sustained and/or extended operations require significant secondary support. In the extreme, a maximum response with mutual aid assistance from multiple agencies may be required for extended periods. It may be necessary to address all the functions described in the NIMS Incident Command System. The number of personnel and the amount of equipment necessary to accomplish the critical tasks varies due to many factors:

- Type and amount of vegetation and fuel
- Presence of structures
- Terrain and topography
- Interagency coordination
- Environment conditions
- Availability of air operations
- Logistical support requirement

Emergency Medical Scenes:

Initial Action: Initial action begins with the arrival of the first emergency unit and continues as additional resources arrive and tasks are completed.

Action/Task	# of Personnel
Scene Control/Documentation	1
Assessment and Treatment	1
Total	2

Initial Support: Initial support actions may involve a wide range of activities that support patient treatment, scene control, and safety.

Action/Task	# of Personnel
Scene Control/Documentation	1
Assessment and Treatment	2
Patient Packaging and Transport	2*
Total	5

* Generally provided by the transporting agency.

Secondary Support: The total number of personnel that may be needed to effectively handle a medical situation may vary greatly. Some dependent factors:

- a) Severity of the medical issue
- b) Number of patients
- c) Nature of injuries
- d) Severity of injuries
- e) Deaths
- f) Need for extrication or technical rescue
- g) Environmental conditions
- h) Transportation and/or evacuation needs
- i) Fire and/or other personal threats
- j) Law enforcement and/or investigation
- k) Logistical support

Special Risk /Hazard Operations:

When an incident presents a hazardous materials (HazMat) or technical rescue problem, the first arriving officer is tasked with assessing the scene and determining whether they can mitigate the emergency with their own resources or if special tools or expertise are necessary. In this case the District relies on the response of specifically trained teams.

The specific tasks and assignments vary widely depending on the magnitude of the emergency. In light of this specific tasking of special operations is not included in this document. The District relies on the experience and professional judgement of its company and chief officers to request the additional resources needed.

Subsection 3: Establishing an Effective Response Force

Once the critical tasks have been identified and defined, an effective response force can be established. This force is defined as the amount of equipment and personnel that must reach an incident in a specific response zone within the maximum response time. An effective response force should be able to handle incidents within the desired time frames specified in this document. In order to accomplish this, companies and units must be located close enough to the incident to arrive within the maximum prescribed response time with the full assignment of fire companies according to the risk level of the structure, situation or event.

The District has used its experience, risk assessment, and historical perspectives to determine what constitutes an effective response force. The number presented are generally accurate for the majority of working structure fires within Fire District 3. The need for additional personnel or specialized skill sets may arise on any incident scene. In areas without fire hydrants, the standard response assignment is supplemented with water tenders to meet the additional anticipated needs for water supply. Likewise for specialty functions such as wildland fire response or special rescue considerations, response forces are modified or augmented to include special equipment and/or trained personnel.

A critical element in the assessment of any emergency service delivery system is the ability to provide adequate resources for anticipated fire combat situations, medical emergencies, and other anticipated events. Each emergency requires a variable amount of staffing and resources to be effective. Properly trained and equipped fire companies must be notified, respond, arrive, and deployed at the event within specific timeframes and in proper numbers to mitigate the event.

The objective is to have a **distribution** of resources that is able to reach a majority of events in the timeframe as stated in the service level goals. There are many factors that make up the risk level, which would indicate the need for higher concentration of resources. District personnel recognize the fire conditions or value at risk shall dictate the response, even if it exceeds the standards as presented.

Subsection 4: Standards of Response Programming

Illustrated below are standard first incident initial response for the different types of routinely anticipated incidents.

Structure Fires; Residential and Commercial Hydranted Areas: 4 engine companies (one may respond on the ladder truck), 2 battalion chiefs, and volunteer response of engines if available.

If more resources are needed to manage the incident, additional alarms are requested. Each additional alarm will result in:

2 engine companies (ladder truck), 1 chief officer, and volunteer personnel if available

Structure Fires; Residential and Commercial Non-Hydranted Areas: 4 engine companies, 1 tender, 2 battalion chiefs, and volunteer response of tenders if available

Each additional alarm will result in:

2 engine companies (ladder truck), 1 tender, 1 chief officer, volunteer response of tenders if available

Wildland Response; Low Risk Periods: 1 engine company, may respond on a wildland vehicle and engine or tender

Wildland Response; High Risk Periods: 2 engine companies (2 wildland vehicles and engine/tender), 1 battalion chief, volunteer response of tenders and additional brush vehicles if available.

Note: Oregon Department of Forestry is staffed during the summer fire season and is jointly dispatched on grass, brush, and forest fires. Their response is not portrayed in the effective response force.

If more resources are needed, additional alarms are requested.

2nd Incident - 2 engine companies (2 wildland vehicles and engine/tender), 1 battalion chief

3rd Incident – 2 engine companies, 1 tender

Medical Response: 1 engine company

Medical Response; Rescue and/or Motor Vehicle Crash: 1 engine company, 1 battalion chief

Motor Vehicle Crash with Extrication: 2 engine companies, 1 battalion chief

Water Rescue Response: 2 engine companies (1 with technical rescue vehicle), 1 battalion chief. Off-duty Technical Rescue Team members activated on confirmation of need.

Technical Rescue Response; High Angle/Confined Space: 2 engine companies (1 with Technical Rescue Vehicle), 1 battalion chief. Off-duty Technical Rescue Team members dispatched for response.

Hazardous Material Response; Unconfirmed/Unidentified: 1 engine company, 1 battalion chief

Hazardous Material Response; Confirmed: 2 engine companies, 1 battalion chief

Note: District personnel are certified at the “Operational Level” only. The Region 8 Hazardous Materials response team is notified and dispatched whenever the situation requires additional expertise. Their response is not portrayed in the effective response force.

Fire Incident: 1 engine company

Miscellaneous Responses: 1 engine company

Disaster Response (Natural or human-caused):

Identified incidents may include response to floods, earthquakes, severe weather situations, acts of terrorism, hazardous materials incidents, or air and rail accidents. The District’s primary responsibility in all situations remains suppression, rescue, and emergency medical. The District will take a lead role in initial incident command and participate in overall incident management and coordination as the situation dictates. Guidance for the response to specific disaster incidents is established in the Districts Disaster Plan¹¹.

¹¹ Fire District 3 Disaster Plan

SECTION SEVEN: 2018 Standards of Cover Goals and Service Level Objectives

This section identifies service level objectives and response time performance goals for the District. These goals are established by District policy with consideration of desired levels of service and District capability. 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.

Service Level Objectives:

1. **Fire Management Zones:** The District is divided into eight geographic zones. The formation of an additional Fire Management Zone (FMZ) will occur in conjunction with the construction of the Scenic Road Station. This zone will represent the northern portion of the City of Central Point and the surrounding rural area extending into the south west area of the suburban zone currently lying in the White City FMZ
2. **Density Zones:** The area of the District will continue to be divided into an urban zone, a suburban zone and a rural zone. These zones will remain based on population densities in accordance with NFPA 1720. The addition of a second suburban zone with a travel distance of equal to or greater than six travel miles from a career station will be implemented.

Density	Zone Criteria
Urban	Area with a population density of over 1,000 people per square mile
Suburban 1	Area with a population density of 500-1,000 people per square mile and less than six travel miles from a career station
Suburban 2	Area with a population density of 500-1,000 people per square mile and equal to or greater than six travel miles from a career station
Rural	Area with a population density of less than 500 people per square mile
Special Risk	The White City Industrial Park

3. **Response Time Goals - In-District Incidents:** The District will strive to get the *first appropriate emergency response unit* (fire, rescue, or EMS) to the scene of Code 3 in District incidents in accordance with the following:

Zone	Goal	Percentile	Baseline	Percentile
Urban	7 minutes	80%	9 minutes	90%
Suburban 1	11 minutes	80%	12 minutes	90%
Suburban 2	13 minutes	80%	14 minutes	90%
Rural	13 minutes	80%	14 Minutes	90%

A. Dispatch Processing Times: Processing time is the interval between the receipt of a 911 call and the notification of responding units. There are two segments that make up the dispatch processing time; answering of the call and then the creation of the call and dispatching of units. The time standards established by Emergency Communications of Southern Oregon are¹²:

Answering

- 90 percent of 911 incidents shall be answered within ten seconds of initial ring time, during the average busiest hour of the day.
- 95 percent of all emergency incidents shall be answered within 15 seconds.
- 99 percent of all emergency incidents shall be answered within 40 seconds.

Creation to Dispatch - Fire

- Emergent fire incidents shall be processed and dispatched within 90 seconds, 90 percent of the time (create to dispatch).
- Emergent fire incidents shall be processed and dispatched within 120 seconds, 95 percent of the time (create to dispatch).

Creation to Dispatch – EMS

These benchmarks were developed in conjunction with the International Academy of Emergency Medical Dispatch (IAEMD) standards and the Jackson County Ambulance Service Area (ASA) guidelines.

- Priority E and Priority 1 Emergency Medical Service (EMS); Incidents shall be processed within 90 seconds, 90 percent of the time (create to entry).
- Priority E and Priority 1 EMS incidents within the jurisdiction of an ASA, or first responder dispatched by ECSO, shall be dispatched to the appropriate agency(s) within 30 seconds, 90 percent of the time (entry to dispatch).
- EMS incidents shall have a protocol compliance rate of 90 percent.

B. Turnout Times: The turnout time is the interval between the receipt of an incident by the District and initial response. The District goal is 100 seconds or less for Code 3 responses at the 80th percentile.

C. Response Times by Density Zone: Response time is the interval between the time the fire department is notified and the arrival of the first emergency unit on scene. The District will recognize four density zones based on population and development patterns. A separate response time goal has been adopted for each zone:

Urban Zone – Goal: Seven minutes or less 80 percent of the time for Code 3 responses.
Baseline: Ten minutes or less 90 percent of the time for Code 3 responses.

¹² ECSO Policy 121.2 Performance Measures

Suburban Zone 1 – Goal: 11 minutes or less 80 percent of the time for Code 3 responses.

Baseline: 12 minutes or less 90 percent of the time for Code 3 responses.

Suburban Zone 2 – Goal: 13 minutes or less 80 percent of the time for Code 3 responses.

Baseline: 14 minutes or less 90 percent of the time for Code 3 responses.

Rural Zone – Goal: 13 minutes or less 80 percent of the time for Code 3 responses.

Baseline: 14 minutes or less 90 percent of the time for Code 3 responses.

4. **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 average for the reporting year.
5. **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. This is statistically challenging due to population ratios.

Comparisons on a year-by-year basis are difficult due to the relatively small population of the District. A single loss represents a loss ratio twice that of the state or the nation. The loss ratio spread over a four year period indicates a District ratio comparable to that of the state and the nation. The overall fire death rate and actual number of deaths continue to decline nationwide.

6. **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.

The difficulty of year-to-year analysis of injuries is similar to that of life loss. However, the ongoing trend is that the injury rate in the District is higher than either the state or the nation. Injury rates across the nation have not declined like the number of fire deaths.

7. **Occupancy Inspections:** The District goal is to conduct occupancy inspections in accordance with NFPA 1730:
 - High hazard/risk - annually
 - Moderate hazard/risk - biennially
 - Low hazard/risk - triennially
 - Not otherwise classified – various
8. **Staffing Levels:** It is critical to maintain a sufficient number of properly trained and equipped personnel for the anticipated types of incidents common to the District. The District has established the following paid staffing objectives:

Minimum on-duty overall suppression staffing: 13

- Battalion Chief – 1
- Central Point – 3
- Eagle Point – 3
- Table Rock – 3
- White City – 3

Maximum on duty suppression staffing: 16

Additional staffing objectives:

- On-duty paramedics per shift: 2
 - Central Point/Table Rock – 1
 - Eagle Point/White City – 1

On call: 1 Duty Officer and 1 Duty Investigator

9. **Effective Response Force:** The District goal is to sustain a sufficient number of personnel to provide the minimum effective response force for the anticipated types of incidents as described in Section Four.

Structure Fires: The District will strive to get an *effective response force* to the scene of all in-district Code 3 structure fires within the illustrated standard:

All other incidents: The District will strive to get an *effective response force* to the scene of all in-district Code 3 incidents in accordance with the response standards.

The assumption remains that minimum staffing will be maintained, ensuring full staffing in response. Currently there is no efficient way to measure this outcome aside from individually reviewing every call. In reviewing the staffing levels above and response experience with the battalion chiefs, the District is confident it meets this goal.

First Arriving Crew at Structure Fires	
Urban	7 Min/80% of the time
Suburban 1	11 Min/80% of the time
Suburban 2	13 Min/80% of the time
Rural	13 Min/80% of the time
Second Arriving Crew at Structure Fires	
Urban	10 Min/80% of the time
Suburban 1	14 Min/80% of the time
Suburban 2	16 Min/80% of the time
Rural	16 Min/80% of the time
Third Arriving Crew at Structure Fires	
Urban	14 Min/80% of the time
Suburban 1	17 Min/80% of the time
Suburban 2	17 Min/80% of the time
Rural	20 Min/80% of the time
Fourth Arriving Crew at Structure Fires	
Urban	18 Min/80% of the time
Suburban 1	20 Min/80% of the time
Suburban 2	20 Min/80% of the time
Rural	24 Min/80% of the time
First Arriving Chief at Structure Fires	
Urban	14 Min/80% of the time
Suburban 1	17 Min/80% of the time
Suburban 2	17 Min/80% of the time
Rural	20 Min/80% of the time

SECTION EIGHT: Consideration

Every quality organization must engage in continuous self-examination and must seize opportunities for improvement as they are identified. Through the development of this Standard of Coverage Response document, Fire District 3 has identified several considerations for the future:

Emergency Response:

1. Suppression incidents (fires, service incidents, false incidents, etc.) are not increasing along with population growth, they are actually decreasing slightly. EMS incidents appear to have increased in direct proportion to population growth and may actually outpace population growth slightly. Automatic fire and EMS incidents are a threatening response dilemma as they degrade resource availability and may affect overall reliability.
2. EMS incidents continue to increase at a disproportionate rate to that of all other service based requests. The frequency of low acuity and aid incidents increases at a higher rate than ALS incidents. The District will continue to monitor the effects of emerging healthcare and incidents generated by assisted living facilities. The District should remain flexible and creative in developing solutions.
3. Fire District 3 should evaluate current response time goals for validity, adopting new standards if necessary. The District recognizes that NFPA 1710 has established a deployment standard with specific response times and staffing for all types of incidents. The level of staffing remains a local decision, however, in order to allow appropriate flexibility to deal with the unique environment, as long as legal mandates and safety concerns are met. It is the responsibility of the authority having jurisdiction to assess the risk in the service community and to provide the needed resources to control that risk safely and effectively.
4. Response reliability is optimally achieved through the strong coordination of all available resources regardless of jurisdictional boundaries. Continue to work with surrounding jurisdictions to maximize automatic aid agreements to increase availability of resources and prevent the duplication of services in overlapping station service areas.
5. The current and proposed fire stations are well placed and provide an efficient deployment. However, as the communities they protect grow in unbalanced directions, future fire station locations will need to be projected for long term effectiveness using deployment analysis to determine the best location as opposed to the market value of construction.
6. The data supports the integration of resident volunteers at the rural stations. The availability of response personnel onsite dramatically improves the response time and the performance of necessary critical intervention. The District will continue to seek ways to enhance the programs efficiency and effectiveness.

Prevention

7. The District was unable to meet its inspection goals established in the 2010-17 Standards of Cover. The District needs to evaluate the goals and determine the appropriate level of support.
8. Much of the rural and suburban areas of the District are classed as high or extreme wildfire risk in accordance with SB360. The District maintains the response capability and mutual aid agreements to respond to the wildfire incidents once they occur in these areas. A continued emphasis on preventing the incidents from occurring and reducing the potential for spread is encouraged through the fuels mitigation projects and Firewise communities.

Technology:

9. The accuracy of data capturing and incident reporting is deficient and needs to improve. The District will reinforce the need for accurate, thorough, and timely incident reports. The District needs to research opportunities for improved data analysis and project resource deployment needs through better computer applications and models.
10. The District needs to more accurately capture response time performance when companies face circumstances that cause a delay or cause a first-due unit to not be the one dispatched or arrive first. A topic to consider is that of exception reporting where a procedure is incorporated into the reporting software so companies can select from a predefined drop down list.

Training:

11. The District is fortunate to have a productive and engaging training program. As the demand for service increases, the District must maintain the necessary concentration of resources to meet the adopted time standards. Continue to research various methods of delivering training programs to the companies to reduce the amount of time units are out of the first-due response zones for training.

Conclusion:

The continued analysis and reporting of performance through documents like this will provide proof of achievement while showing areas where improvements are needed. The District is committed to updating the Standards of Cover in conjunction with the strategic planning process. Much of the statistical reports found within this document are reviewed quarterly and published annually and presented to key stakeholders and community leaders.

Overall, the department is proud of its level of performance and achievements in the identified measureable outcomes. This document serves as the guidance of service levels for the communities in which we serve.