



STANDARDS OF COVER



For Emergency Response

Adopted

7-16-2019

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EXECUTIVE SUMMARY

The Sisters-Camp Sherman Fire District (District) first adopted a Standards of Cover for Emergency Response (SOC) in 2013. Since the initial adoption of the SOC, the District has faced challenges with measuring the ability of the organization to meet its adopted planned performance measures and targets. These challenges have been addressed in this updated plan along with other organizational improvements discussed later in the report.

Improvements in data collection have enhanced the District's ability to measure performance against the planned performance measures. The District has worked with the Oregon Office of State Fire Marshal's Data Collections Unit to create a custom report of incident data specific to our SOC. This report allows staff to quickly analyze performance against adopted standards. The 2018 SOC also changed the performance measures to only measure first unit arrival at emergency incidents. This information is available in our incident data reports and indicates when interventions are initiated to stop loss at fire incidents or initiate patient care at medical emergencies. Other significant changes in the plan include changes in response area and staffing.

The District withdrew uninhabited territory from its boundary in 2016. The District removed 185 square miles (77%) of its service area through a collaborative process with the US Forest Service. The land removed was all federally owned National Forest and Wilderness area with limited or no access for emergency responders. The removal of these lands clarified roles and responsibilities between the two agencies while maintaining coverage responsibility for all privately-owned structures and land.

In section three of the SOC, community risk is identified using the Deschutes County Hazard Analysis Matrix. This matrix identifies that winter storms and wildfire are the two greatest risks facing the community. The District is working closely with community partners to improve community resiliency to natural hazards including preparation for potential impacts resulting from a Cascadia Subduction Zone earthquake.

Section four of the plan includes data regarding staffing, performance and emergency response expectations. This information is the benchmark that the agency uses to measure its performance. The District measures performance on three different types of incidents: structure fires, wildland fires and emergency medical incidents. The District further analyzes performance within three primary response zones: urban areas (within the city limits), rural areas (outside of the city limits and within 8 road miles of Station 701), and remote areas, (areas not urban or rural).

The District continues to provide an exceptional level of service for its citizens. This SOC provides measurable goals for performance that the Board of Directors has determined to be the minimum level of service for the community.

SECTION ONE: Introduction

Sisters-Camp Sherman Rural Fire Protection District (The District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors composed of a President, Vice President, Secretary/Treasurer and two other Directors. The Board employs the Fire Chief to manage the day-to-day operations of the District.

The Sisters Fire Department was formed on May 10, 1937. In 1991, the Camp Sherman Fire District and the Sisters Fire Department merged into one organization to become the “Sisters – Camp Sherman Rural Fire Protection District”. The District is a premier provider of emergency services in northwest Deschutes County, Oregon – protecting residents and businesses along the Highway 20 corridor and forest recreation areas of Sisters and Camp Sherman which is located in SW Jefferson County.

The District provides firefighting, emergency medical services, vehicle extrication and specialized rescue and fire prevention services to a 55 square mile area including the City of Sisters and the Camp Sherman community from three fire stations. In addition, District personnel provide advanced life support emergency medical and ambulance transport services to an area over 800 square miles.

The District currently maintains a fleet of five fire engines, three ambulances, three light and two heavy brush engines, three water tenders and four command vehicles. The District has 17 employees including 6 Firefighter/Paramedics, 3 Shift Commander/Paramedics, a Deputy Chief, a Fire Chief, a part-time Fire Safety Manager, a part-time Recruitment and Retention Coordinator, an Executive Assistant, a part-time Finance Manager, a part-time Office Assistant, and a Mechanic. The District relies heavily on its 78 volunteers including Resident Volunteers and Fire Corps members.

The District serves two communities (Sisters and Camp Sherman) as well as adjacent rural areas with a combined population of approximately 6,500 permanent residents. Along with the resident population, the area is recognized nationally as a tourist destination and the City of Sisters hosts numerous statewide, regional and multi-national events that draw as many as 10,000 tourists at a given time.

The Community of Camp Sherman is located on the eastern slope of the Cascade Mountain Range in the Metolius River Basin. The community is an unincorporated area with approximately 300 year-round residents and 2500 residents in the summer months. The Metolius River has been classified as a wild and scenic river and is a destination for fishermen and people who enjoy the national forests. Housing within the community consists of private

homes, cabins on leased US Forest Service property and numerous campgrounds and dispersed camping areas.

The location of the District along state Highways 20, 126, and 242 (the only east-west arterials through Central Oregon), makes the area a prime economic region of the state. The intersection of these major highways near the City of Sisters creates the risk of a major emergency due to the high volume of traffic passing through the district daily. Potential threats range from multi-vehicle accidents, chemical spills, wildfire, or an attempt to disrupt the State's transportation network.

Though a relatively small department in a rural community, the District must be equipped and prepared to respond to a wide variety of incidents due to this risk. The District is located in Deschutes and Jefferson Counties. The east-west arterial connecting Central Oregon to the west valley passes through the Santiam Pass west of Sisters and includes a popular ski resort at the pass. Driving times from an emergency incident to the nearest hospital can total 90 minutes during the winter months.

The District is bordered by two other fire districts (Cloverdale Rural Fire Protection District and Black Butte Ranch Fire District).

The 2018/19 assessed value of the District is \$906,775,101. The District's permanent tax rate is \$2.7317/\$1,000 of assessed value. 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 Directors and an additional five at-large members appointed by the Board of Directors.



Facilities:

The District provides service from three strategically located stations; one is staffed full-time with career members, two are staffed with dedicated volunteers.

Downtown Sisters – Station 701

301 South Elm Street

Sisters, OR 97759

(541) 549-0771



Squaw Creek Canyon – Station 703

17233 Buffalo Drive

Sisters, OR 97759

(541) 549-1024



Camp Sherman – Station 704

13033 SW FW Road 1419

Camp Sherman, OR 97730

(541) 595-2373



Resource Descriptions:

The District maintains a diverse fleet of emergency response vehicles housed in three strategically located stations. District vehicles are placed in a replacement plan schedule based on national standards and usage requirements. The Fleet Replacement Plan was updated in 2019 and spans 40 years.

Staff Vehicle-

- Shift Supervisor – staffed full-time
- Chief Officers
(Rotation of Fire Chiefs/Deputy Chiefs from Sisters-Camp Sherman, Black Butte Ranch, & Cloverdale Fire Districts)



Structural Engine-

- Carries the equipment, water and pump to manage structural fires and many other calls for service
- Three total engines



Light Brush Engine-

- Lighter weight unit to attack a moving brush or grass fire
- 300-gallons water, 4x4
- Three total engines
- Located at 701, 703, and 704



Heavy Brush Engine-

- Heavier weight unit to attack a wildland/urban interface fire, or for longer term extended attack
- 1000-gallon water capacity. Extra hose, tools and personnel capacity.
- Two total heavy brush engines
- Located at 701



Tender-

- Brings water to rural areas
- 1,800-2,500 gal. capacity
- Three total tenders
- Located at 701, 703, 704



Rescue/Pumper-

- Carries extrication and technical rescue equipment in addition to structural firefighting capabilities
- One total rescue/pumper
- Located at 701

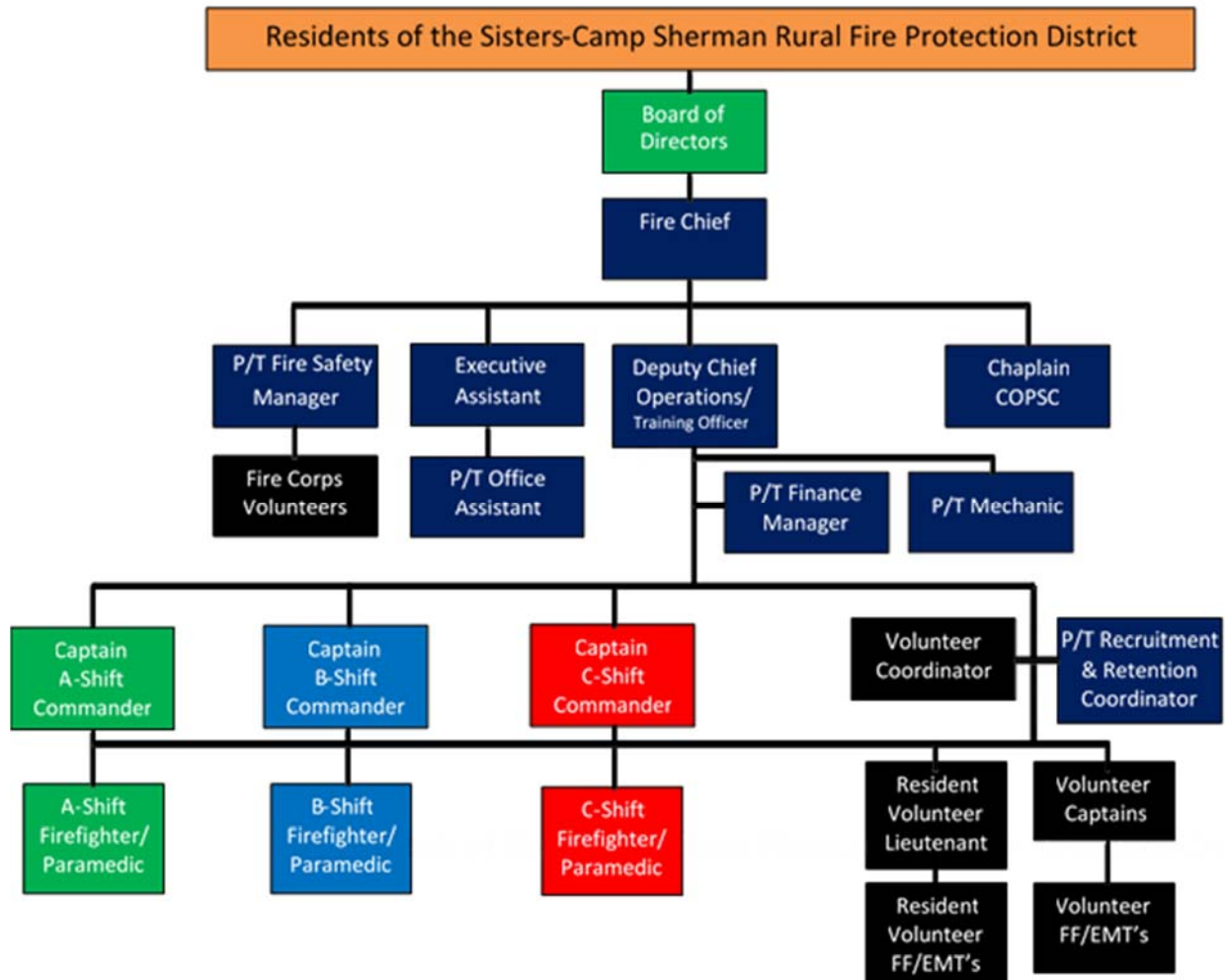


Ambulance-

- Transport capable ALS equipped ambulance
- Three total ambulances
- Located at 701



Staffing Levels:



Daily Staffing for the District includes: Fire Chief, Deputy Chief, Executive Assistant, 1 Shift Commander/Paramedic, 2 Firefighter Paramedics and 3 Resident Volunteer Firefighter/EMT's.

Additionally, the District employs a part-time Fire Safety Manager, part-time Office Assistant, part-time Finance Manager, part-time Mechanic and part-time Recruitment and Retention Coordinator.

Volunteer Firefighters and EMT's supplement daily staffing.

Community Expectations and Strategic Priorities:

The Vision of Sisters-Camp Sherman Fire District is:

“To minimize the loss of life and property by providing customer-focused prevention and emergency services”

The District conducts a formal community based Strategic Planning process that establishes the guidance for overarching decision making. This process allows key stakeholders and members at-large to share their level of satisfaction and concerns, and helps 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 by the Board of Directors. The District completed an update to the Strategic Plan in 2016. The long-term strategic priorities for the District are:

Goal One *Provide emergency response services capable of meeting service demands.*

Goal Two *Maintain effective internal and external communications.*

Goal Three *Utilize data effectively to enhance planning and emergency service delivery.*

Goal Four *Ensure District financial management practices allow for the achievement of organizational goals and objectives.*

Goal Five *Provide effective community fire prevention and public education programs.*

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



Insurance Services Office (ISO):

Insurance Services Office (ISO), Inc., a subsidiary of Verisk Analytics, is a provider of statistical, actuarial, underwriting, and claims information and analytics for the property/casualty insurance industry. ISO completes a Public Protection Classification (PPC) survey on fire departments across the United States. Fire departments are issued a PPC score ranging from 1 (best) to 10 (lowest) PPC score. Insurance companies utilize the PPC score to determine premium costs for potential fire loss. ISO has PPC data on more than 40,000 fire departments in the United States.

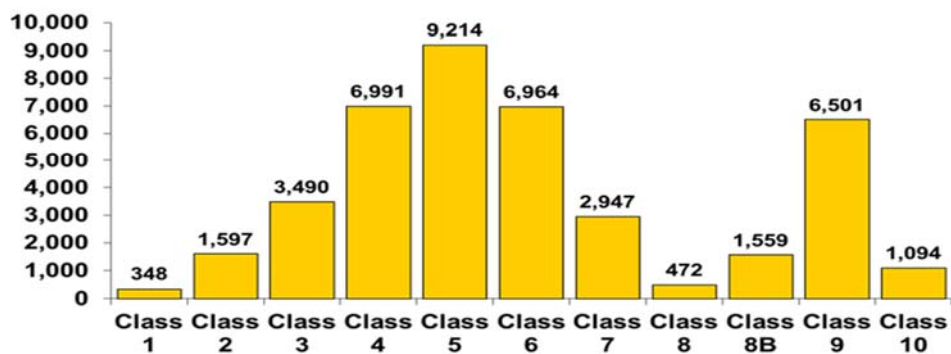
According to the ISO's Fire Suppression Rating Schedule (FSRS), there are four main criteria to a fire rating score:

- 50% of the final score is based on the quality of the fire department itself, including staffing levels, training and proximity of fire stations.
- 40% of the final score is based on the availability of a water supply, including the prevalence of fire hydrants and how much water is available for putting out fires.
- 10% of the score is based on the quality of the regions 911 system.
- An extra 5.5% comes from community outreach, including fire prevention and safety courses.
- Any area that is more than five driving miles from the nearest fire station is automatically rated a 10.

The District received a new PPC score in March of 2017. The District was awarded a PPC of 03/10 with properties within five miles of a fire station receiving a PPC 3 rating. Properties located further than five miles from a fire station receive a PPC 10 rating. Receiving a PPC score of 3 for the majority of the District is a significant achievement and places the District in the top 12% of the 40,000 departments rated in the United States. Following is a chart of all PPC scores in the United States as of 2017.

ISO Ratings Nationwide

Countrywide

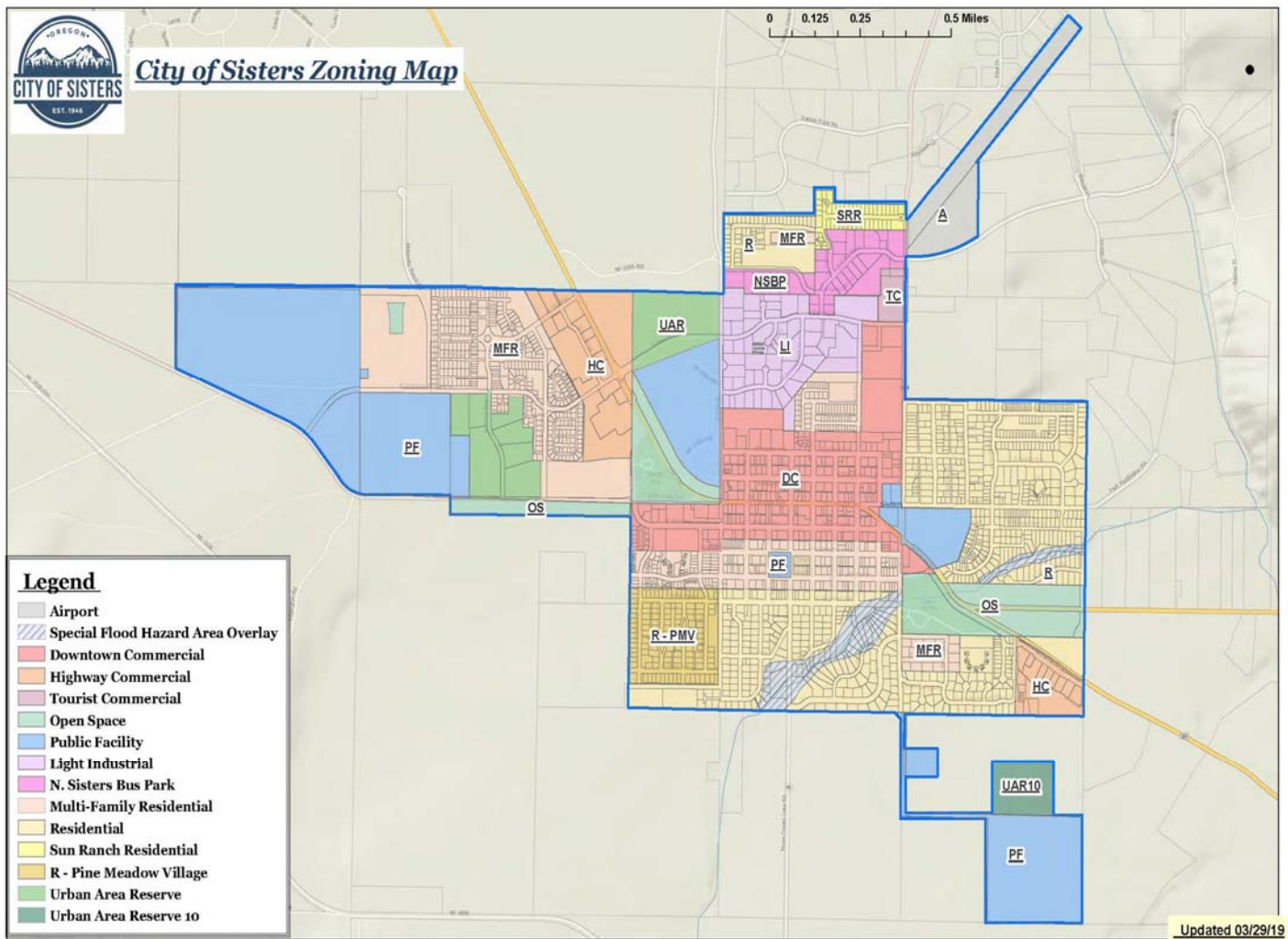


Service Area:

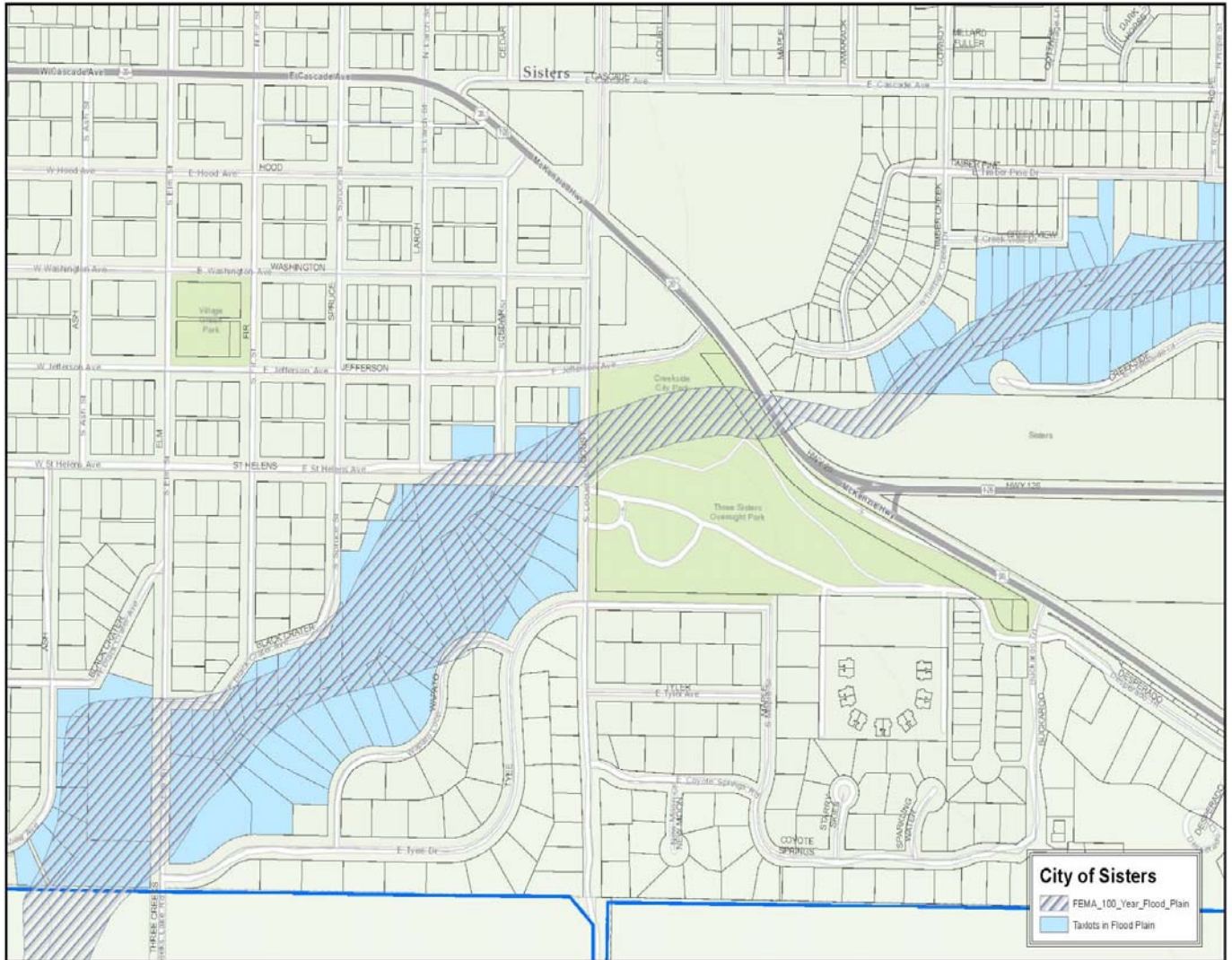
Urban Growth Areas: The urban growth areas of the District include:

- The territory of the City of Sisters and its urban growth boundaries.

The size of the City of Sisters is approximately 1,124 acres. The Urban Growth Boundary includes the City of Sisters and an additional 53 acres outside the City limits.



Construction Limits: The City of Sisters prohibits new construction in the 100-year flood plain identified in the most recently adopted Federal Emergency Management Agency Flood Insurance Study.



FEMA 100-year flood plain map.

Collaboration and Partnerships:

The District values collaboration and the creation of partnerships with local and regional response agencies, associations and community. The District includes 55 square miles of territory bordered by national forest, private timberlands and agricultural lands. The vegetation, weather and topography of Central Oregon creates a fire-prone environment with the majority of homeowners living in areas classified as a “Wildland Urban Interface.” The region has a significant fire history with the community of Sisters experiencing wildland fires over 20,000 acres in 2012 (Pole Creek) and 2017 (Milli). Both fires resulted in evacuations of residents adjacent to national forestland. The combination of significant fire history and multiple agencies with jurisdictional responsibilities requires collaboration and coordination of service delivery. There are multiple programs in place that have proven to be effective in coordinating fire response.

The Oregon Office of State Fire Marshal (OSFM) manages the State Emergency Conflagration Act. The Oregon Mobilization Plan outlines the process that the Conflagration Act is implemented and requires the Governor to enact. Once a conflagration is declared, resources from around the state are mobilized and respond to areas of the state where additional resources are needed. During 2012 and 2017 the District was granted resources through the Conflagration Act. During the Milli Fire in 2017 the District received 60 fire engines and 33 overhead command staff to assist with protecting homes that were evacuated due to the fire. As a result of the coordinated efforts of responders, not a single home was lost during the Milli Fire.

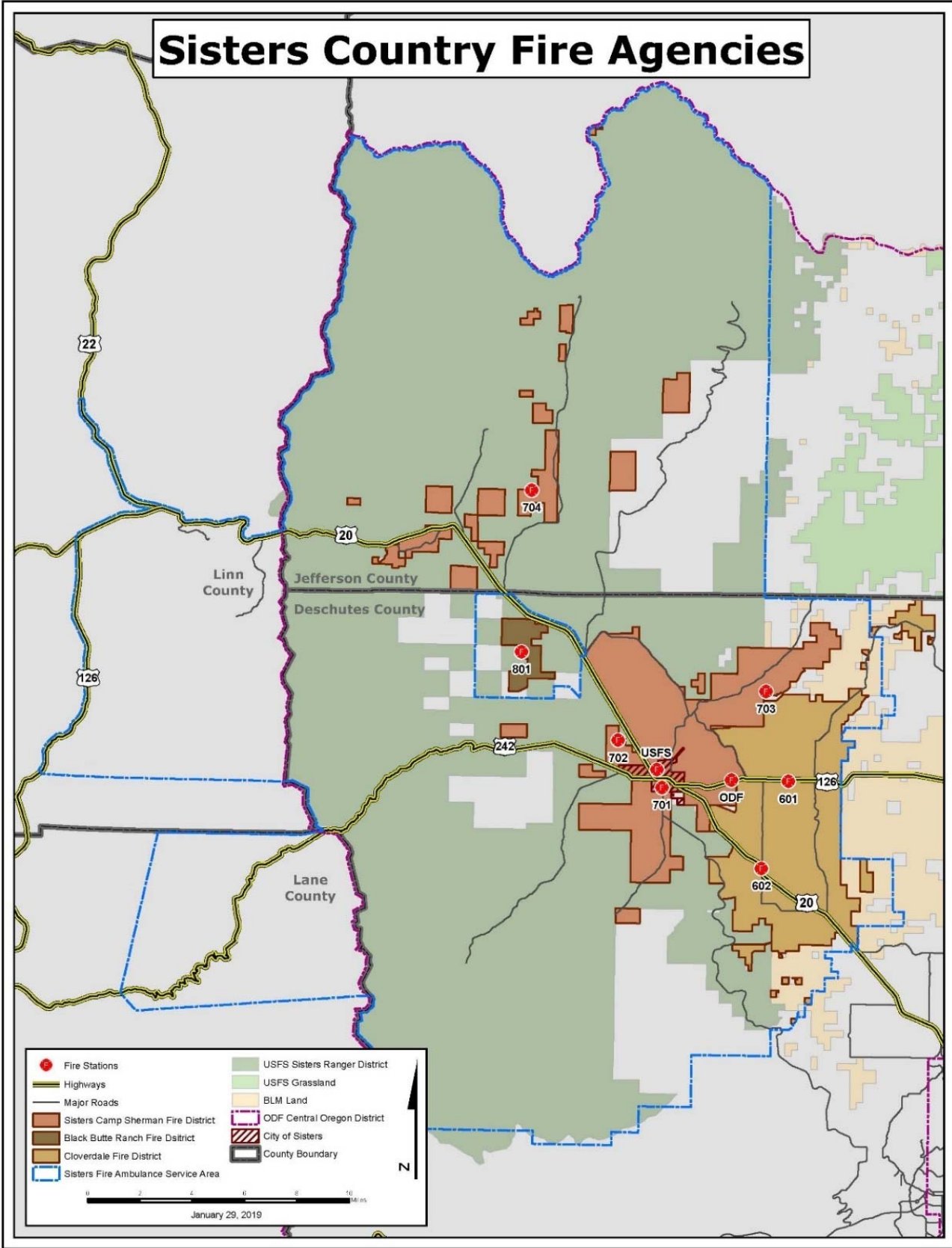
Prior to requesting assistance through the Conflagration Act, agencies are required to utilize all local and regional resources. In the tri-county region (Deschutes, Jefferson and Crook Counties) there are two task forces which respond to regional incidents prior to requesting assistance through the Conflagration Act. Task forces are made up of a mixture of fire engine types from most fire districts in the region. A task force includes five fire engines and one supervisor. Local task forces are mobilized several times each year for wildland incidents. During the summer of 2018 both regional task forces responded to the Rabbit Brush Fire in the Cloverdale Fire District just west of Sisters.

The most frequent utilized coordination of local resources is through automatic and mutual aid agreements. The District, along with Black Butte Ranch Fire District and Cloverdale Fire District, has agreed to respond to assist each other automatically for certain types of incidents. This automatic aid agreement is implemented through the 911 dispatch center, which dispatches all agencies simultaneously. All three agencies train together frequently, share common radio frequencies, and are in the process of developing standard emergency operations procedures.

More recently, the three agencies have begun to standardize equipment and training requirements. In addition to the two structural agencies discussed on the following pages, the USFS and ODF also respond to wildland fire incidents as part of a coordinated response system. More information about our emergency response partnerships is included on the following pages. These partnerships are critical to the success of the District.



Sisters Country Fire Agencies



Agency Partners:



Oregon Department of Forestry – Sisters Sub Unit

16721 Pine Tree Lane, Sisters, Oregon

The Oregon Department of Forestry, Sisters Sub Unit protects private forestlands surrounding the community of Sisters. Much of the private forestlands is intermixed with properties within the fire district boundary. In these situations, both agencies work together to protect structures and forestland properties.

Demographics:

- 19 personnel during fire season (primarily day-shift only)

- 4 Type 6 engines, 1 Type 5 engine, 1 Type 4 Engine

- Sisters sub-unit is backed by an additional 14 engines, John Day Helitack, 3, five-person hand crews and 5 agency dozers across the District as well as 2 SEATs (Single Engine Air Tankers) based in Prineville, Oregon; and maintains the contract for a detection aircraft based in Redmond, Oregon. Additional aircraft such as heavy helicopters, a large air tanker, and several more SEATs are on contract with the Oregon Department of Forestry to augment the federal aircraft, and move around the state as the threat of fire changes.



ODF responded with the District as mutual aid on four occasions in 2018 in dual-jurisdiction areas. Most notable were the Sno Cap incident, which totaled 1.6 acres and the other was an escaped debris pile on Foothill Loop at approximately 1 acre.



2017 Wildfire Season Facts

Oregon Department of Forestry (ODF)



	ODF-protected lands 16 million acres	Oregon All jurisdictions 16 million acres
Number of wildfires	1,071 112 above 10-year avg	2,042 358 below 10-year avg
Lightning fires	290 12 above 10-year avg 27% of total	1,126 148 below 10-year avg 55% of total
Human-caused fires	781 101 above 10-year avg 73% of total	916 210 below 10-year avg 45% of total
Total acres burned	47,418 12,900 above 10-year avg	664,824 195,000 above 10-year avg
Gross suppression cost in millions	\$39	\$453
Firefighters battling wildfires at season peak		8,000 including: 900 Oregon National Guard members 5,500 Private contractors

All data estimated as of 11/30/2017

This year, a statewide wildfire prevention campaign helped reduce human-caused wildfires during the week before and after the August 21 solar eclipse.





U.S.F.S – Sisters Ranger District

US 20/Pine Street, Sisters, Oregon

The US Forest Service Sisters Ranger District is part of the Deschutes National Forest and is responsible for fire suppression and management of national forestlands west of the City of Sisters. The Sisters Ranger District firefighters respond with fire district personnel to wildfires within the region. The Sisters Ranger District also provides overhead support and aerial resources when needed.

Demographics:

- 19 personnel during fire season (primarily day-shift only)
- 4 Type 6 engines, 1 Type 5 engine, 1 Type 4 Engine
- Sisters sub-unit is backed by an additional 14 engines, John Day Helitack.



The US Forest Service also has significant firefighting resources staged in Redmond, Oregon as part of national network of resources. The Redmond Air Center serves as the hub of wildland firefighting support in the Pacific Northwest. The center is home to the Regional Aviation Group (air tankers and support), the Pacific Northwest Training Center, the Interagency Hotshots, Redmond Smokejumpers and an all-hazard interagency Support Cache. The Redmond Smokejumpers are one of seven teams of US Forest Service smokejumpers in the entire country. The proximity of the Redmond Air Center, (30 miles) provides immediate support for wildland fires threatening the community.



Cloverdale Fire District

67433 Cloverdale Road, Sisters, Oregon

The Cloverdale Fire District is located due east of the District and is responsible for the protection of mostly residential and agricultural properties. The District has a complex wildland urban interface mix, with homes interspersed with juniper trees, bitter brush and other flammable vegetation. Cloverdale Fire District provides automatic aid to all structure fires within the District. Cloverdale also provides emergency medical first response within their district. Ambulance transport is provided by personnel with the Sisters-Camp Sherman Fire District.

The Cloverdale Fire District is staffed with two full time career personnel, three Resident Volunteer Firefighters and a number of volunteer firefighters who respond from home when an emergency occurs. The Cloverdale Fire District operates from two fire stations with the resident volunteers and career staff operating from the Cloverdale Road fire station.

Demographics:

- 2 career personnel. Fire Chief and Training Officer
- 3 Resident Volunteer Firefighters
- 22 Volunteer Firefighters
- 2-type 6 engines, 3-water tenders, 2-type 1 engines





Black Butte Ranch Fire District

13511 Hawksbeard, Black Butte Ranch, Oregon

The Black Butte Ranch Fire District (Black Butte) is located in the resort community of Black Butte Ranch. The community consists of 1251 home sites spread over 2.8 square miles of timbered rolling hills eight miles west of Sisters. The full-time resident population is approximately 308 residents (US Census data) with 83% of the population age 65 or over. During the summer time and holiday season the population may exceed 5,000 visitors.

Black Butte provides automatic aid response to the District for fires and life-threatening medical emergencies. Black Butte also responds to motor vehicle accidents on Hwy 20 west of the resort. Black Butte along with Cloverdale and Sisters fire districts frequently train together and share a volunteer recruitment and retention coordinator.

Demographics:

- 9 full time employees including Fire Chief, Deputy Chief, Administrative Assistant, 3 Captain Paramedics, 3 Firefighter Paramedics

- 9 Resident Volunteer Firefighters

- 1- type one engine, 1-type three engine, 1-ladder truck, 1-type six engine, 2-ambulances



Case Study:

Rabbit Brush Way Wildland Fire East of Sisters - August 11, 2018

A fast-moving wildland fire swept through a residential neighborhood in the Cloverdale Fire District east of Sisters at 4:08 P.M. on August 11th. Northwest winds gusting up to 20 miles per hour quickly spread the flames to 74 acres destroying two residences and six outbuildings. Residents hastily evacuated the area as mandatory evacuation orders were issued. Hwy 20 was closed due to fire and smoke encroaching the roadway and the need to protect emergency responders who were working to extinguish the fire. The coordinated regional response system was effective in controlling the blaze without requesting the invocation of the State of Oregon Emergency Conflagration Act.

Automatic aid agreements were effective in mobilizing resources quickly to the incident. Fire departments in the tri-county region responded to assist as well as federal and state wildland agencies. Incident commanders worked collaboratively to coordinate the growing number of firefighting resources. Law enforcement agencies worked to evacuate residents and animals from the fire's path.



Resources assigned to the fire:

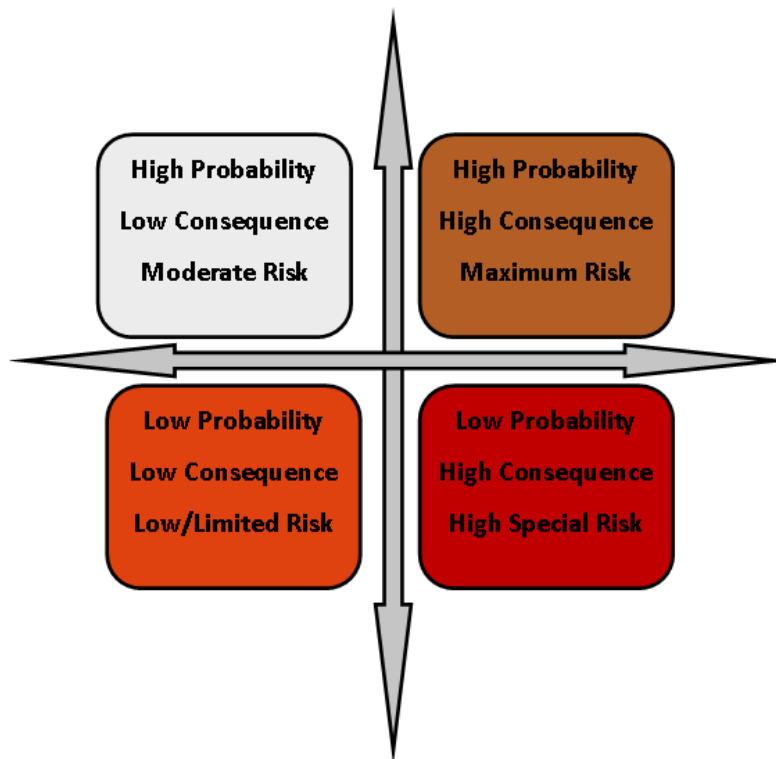
Agency	Cloverdale Fire	Sisters Fire	Black Butte Fire	Oregon Dept. of Forestry	USFS Sisters Ranger Dist.	Mutual Aid Agencies
Equipment	4 - engines 3 - water tenders 2 - command 1 - other	2 - engines 2 - water tenders 2 - command	1 - engine 2 - command	2 - engines 1 - hand crew 1 - air tanker 2 - command	3 - engines 3 - lg. air tankers 1 - very lg. air tanker 2- S.E.A.T.'s (single eng. air tanker) 1 - helicopter 1 - dozer 3 - hand crews 3 - command 2 - other	Bend Fire Crooked River Fire Crook Co. Fire Jefferson Co. Fire Alfalfa Fire Redmond Fire LaPine Fire DCSO ODOT CEC Red Cross
Total Personnel	15 personnel	10 personnel	4 personnel	12 personnel	71 personnel	

SECTION TWO: 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 identified risks in the most effective manner possible.

Deschutes County Hazard Analysis Matrix:

The Fire District, located in Deschutes County, is generally subject to many of the same hazards (potential disasters) identified in the 2015 Natural Hazards Mitigation Plan for Deschutes County. These hazards have been identified and quantified to provide a first step in planning for mitigation, response, and recovery. The process weighs two factors; probability and vulnerability. The ranking provides a sense of severity of risk of one hazard compared with another. It is not intended to predict the occurrence of any particular event. The matrix identified the following hazards:

Hazard	Probability	Vulnerability	Total Threat Score	Hazard Rank
Drought	High	Low	149	#6
Earthquake (Cascadia)	Moderate	High	191	#3
Earthquake (Crustal)	Low	Low	94	#8
Flood	High	Low	114	#7
Landslide	Low	Low	54	#9
Volcano	Low	High	173	#5
Wildfire	High	High	220	#2
Windstorm	High	Moderate	179	#4
Winter Storm	High	High	230	#1

Sisters-Camp Sherman Fire District Risk Assessment:

A comprehensive risk assessment covering fires, emergency medical events, and other potential emergencies takes into consideration, at a minimum, the following factors:

- Past emergency response history – This takes into account the actual demand for emergency services, what types of emergencies impact the community daily, how often they occur, and the life safety and economic consequences of these emergencies.
- Life risk – Life risk evaluates how many people live in the region, travel through, visit, and work in the area. Determining when volunteer and career emergency crews are available, and what citizens are doing that might pose an extraordinary risk profile are also important factors.
- Community economic risk – This asks the question, “What is the risk to the community if certain commercial infrastructure is lost to fire?” For example, the downtown area of Sisters is well known for its ambience and tourist trade. While losing several structures to fire would remove them from the tax rolls and constitute a “pure dollar loss” (see below), the loss of the businesses would also impact the community’s economic position. One question that is always asked when considering this type of risk, “Would the business rebuild and return to the community?”
- Infrastructure risks – The risk analysis assesses factors associated with places where people live and work. Examples include: the predominant type of construction, general access requirements by fire and rescue equipment, provisions for occupant egress, fire flow estimates for the community and areas with inadequate fire flow requiring water to be transported.
- Transportation risk – Road, rail, water, and air transportation are considered.
- Environmental or Historical risk – Any event that may cause severe or permanent damage to historical structures or areas is considered, along with any event that could cause significant damage or loss of life due to an environmental hazard (such as a spill).
- Pure dollar loss – The risk associated with losing a structure and its contents, particularly if uninsured or underinsured, along with the risk that the structure may never be rebuilt and return to the tax rolls.

Fires:

Structure Fire: In the District, the statistical incidence of structural fires is relatively low. Sisters-Camp Sherman Fire District responded to 38 fires in 2018, of which 16 were structure fires. In 2017 the District responded to 19 fires including 10 structure fires. The risk presented by an out of control fire, however, is disproportionately high, based on the predominantly dry weather conditions, topography, and landscape. Few buildings in the District have fire sprinklers. The exceptions are some recently constructed commercial space, and a few buildings that have been retrofitted. New construction must meet building code requirements set by the State of Oregon.

The District is primarily concerned with providing life rescue and in confining the fire to the structure of origin. When staffing and resources allow, the District will engage in more aggressive tactics that might allow confinement to the area of origin within a structure (for example, the room of origin, the garage, etc.).

Wildland Urban Interface Fire: A wildland urban interface fire (WUI fire) is the term used to define a fire that occurs in areas where human built structures are in close proximity to wild, non-landscaped areas of natural growth. The growth is typically brush, “ladder fuels” undergrowth, and trees. Fires of this nature are particularly difficult to control for several reasons. First, many of the interface areas have inadequate water supply for firefighting, which allows for fire to gain significant ground once started. Second, most structures that are in close proximity to natural areas are made of combustible material, and many owners of these structures enjoy the natural landscape and have not made their property “defensible.” Third, and probably most importantly, natural cover fires that become “interface” fires are often wind-driven and take place during the driest part of the year.

Most of the infrastructure within the District is built in or adjacent to natural areas that are susceptible to a wildfire. The District has developed a WUI map that indicates areas that are particularly susceptible to these types of fire, and where citizens should provide defensible space around their buildings. Sisters-Camp Sherman Fire District believes the most significant fire risks in the District are life, property, and economic losses that may occur if an urban interface fire damages significant amounts of infrastructure. Future fire prevention efforts will need to focus on wildfire preparedness and prevention in the WUI areas.

Wildfires that occur in natural areas surrounding the town of Sisters and Camp Sherman and bordering the main highway through town have occurred several times in the recent past. These fires, while often under the jurisdiction of the Forest Service and not the District, significantly affect trade and transportation through the District, particularly when the highway

is shut down. The District responded to nine (9) natural cover or wildfires in 2017 and twenty-two (22) natural cover fires in 2018.

Other Fires: The remaining fires that the District responds to are grouped into much smaller categories. Examples of fires in 2018 that did not involve structures or wildland included vehicle fires, trash fires, chimney fires, fires in dumpsters, cooking containers, and other miscellaneous fires. None of these fires presented a trend indicating that the District has high risk with any fire type other than structural or wildland.

Emergency Medical Services (EMS) Incidents:

Medical emergency incidents accounted for 74% of the District's call volume in 2018. Over 9% of all reported EMS incidents are motor vehicle crashes (MVC's), either with or without injuries.

Other medical incidents that the District responded to include strokes, cardiac arrest, heart conditions, heat exhaustion, diabetic emergencies, breathing difficulties, and a wide range of traumatic injuries. While the rate of MVC's remains relatively steady throughout the year, traumatic injuries spike in the middle of winter when cold-weather recreation is at its peak, and during the summer months when biking, hiking, and other outdoor activities bring people out-of-doors.

The District provides ambulance transport to a state-approved Ambulance Service Area (ASA) and automatic aid agreement area that is significantly larger than the Fire District's boundaries. District ambulances conducted 466 ambulance transports to St. Charles Medical Center (Bend/Redmond) in 2018.

The average time on task for all EMS incidents (including transports) was 89 minutes in 2018. While this average is slightly affected by some very long task times (a few calls into frontier areas take as long as 4.5 hours), it still equates to roughly 3.1 hours per day where first-due companies are unavailable and responding to incidents.

District ambulances are staffed with a combination of career firefighter paramedics, volunteers, and resident volunteers. The Shift Commander assigns personnel to medical calls based on available staffing at the time, with the goal of reserving adequate personnel in the station to respond to additional emergencies. Volunteers are notified of emergencies via text message alerts or pagers activated by the Deschutes County 911 Center. The Shift Commander may also initiate a personnel call back for off-duty career firefighter paramedics to staff the station. All chief officers are required to be certified emergency medical technicians and provide additional staffing during peak demand periods.

Other Emergency Incident Types:

- **Hazmat risk:**
 - Highway 20 is a major East-West thoroughfare in Central Oregon and travels through downtown Sisters. Average Daily Traffic (ADT) counts for Highway 20 in Sisters fluctuate from 6,000 vehicles per day in the winter to more than 13,000 vehicles per day in July and August. Gasoline and other petroleum products are the primary hazardous materials transported through the District. However, the speed limit of 20 MPH in town through populated areas significantly reduces the risk of hazardous material spill or fire from a transport accident.
 - There are no commercial railroad lines in the District.
 - There are no natural gas lines or underground fuel lines.
 - Sisters Airport has no commercial traffic. HazMat spills from private planes is limited based on fuel and cargo capacities.

- **Flood risks:**
 - Portions of Sisters are in a flood plain and Whychus Creek and several dry creek beds run through town. Whychus Creek has flooded in the past, causing property damage. Increased development since the last flood poses additional property and life risk.

- **Water and Back Country rescue:**
 - There are multiple lakes and rivers within the District ASA. Deschutes County SAR and Jefferson County Hasty Team currently provide SAR including water rescue and recovery. Both agencies rely heavily on volunteers to perform rescue services. In the Goals Section, the District has stated its long-term goal/intent to develop a specialty rescue “first response” team with skills in low-angle rescue, initial water rescue, and other back country rescue techniques.

- **Earthquake:**
 - An earthquake, tsunami, or other catastrophic emergency that causes Willamette Valley and coastal community evacuation has been recognized in the county disaster planning process. While there would be limited warning after such an emergency, pre-planning will be crucial.

- **Weather Events:**
 - Response times increase when roads are impacted by snow and ice. With roadway elevations ranging from 3,000 feet above sea level to 6,500 feet above

sea level, increased response times are to be expected during winter months. Because the impact of weather on response times has not been measured in the past, the District has developed a goal to collect data on responses during hazardous weather in order to provide more accurate predictions of expected response time performance.

➤ Glacial Moraine Lake Failure:

- There is a possibility that a glacial moraine on the East Side of South Sister could fail and release the water held in Carver Lake. If the glacial moraine failed it would send flood water and materials down Whychus Creek Canyon. Contingencies are covered in the flood plans for Deschutes County and in the Greater Sisters Emergency Operations Plan (available through Sisters-Camp Sherman Fire Administration).



Topographic Characteristics:

Greater Sisters Country is located in central Oregon, on the east side of the Cascade Mountains. Ranging from low elevation rain forest with clear, powerful streams to high volcanic peaks with hundreds of clear, cold lakes. This area is very popular with day hikers, backpackers, trail runners and horseback riders. The wilderness areas are accessible from both the high desert towns of Bend and Sisters as well as the southern Willamette Valley. The majority of the District is within Deschutes County with a small portion—Camp Sherman and Suttle Lake—in Jefferson County. The federal government manages approximately 78% of the land in Deschutes County, mostly by the U.S. Forest Service and, to a lesser extent, the Bureau of Land Management (BLM).

Primary Weather:

Due to the rain shadow effect of the Cascade Mountains, the District has significant temperature extremes and less precipitation than the areas west of the Cascades. The climate in the Greater Sisters Country ranges from moist mountain climates to predominately high desert. Summer temperatures range from an average high of 85 degrees Fahrenheit and to an average low of 44. Average highs in winter are in the 40s and average low temperatures in the 20s. Annual precipitation ranges from 80 to 100 inches at the high elevations of the Cascades to 10 to 12 inches on the high plateau around Sisters and Cloverdale. The climate in central Oregon is typical of the east slopes of the Cascade Mountains, with most of the annual precipitation coming as winter snow or fall and spring rains. Summers are dry and prone to frequent thunderstorms that may be wet or dry. These thunderstorms frequently cause multiple fire ignitions during any given storm.

Wildfire:

July, August, and September are the most active months for wildland fire occurrences. Depending on elevation, vegetation greens between late March and early May. The general pattern in central Oregon is for fire potential to increase through June, with July, August and September being the most active months for fire suppression. The end of fire season is often signaled by snow in the fall.

Ecosystems:

The District contains several vegetative ecosystems: the high desert dominated by western juniper, sage brush, and grasses in the east and a transition from open dry-site ponderosa pine to mixed conifer to a sub-alpine mix of tree species near the crest of the Cascades in the west. The vegetation is adapted to the prevailing dry, continental climate and is highly susceptible to

wildland fire. Volcanic cones and buttes dot the landscape across much of the region. Most of the communities in the area lie at an elevation of 3,200 feet.

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
- Occasional flooding, heavy snow, or icy conditions
- Specific areas of traffic congestion during peak traffic periods

Transportation Networks:

Major Thoroughfares:

Major thoroughfares include state Highways 20, 126, and 242 (the only east-west arterials through Central Oregon), make the area a prime economic region of the state. The intersection of these major highways near the City of Sisters creates the risk of a major emergency due to the high volume of traffic passing through the district daily. Potential threats range from multi-vehicle accidents, chemical spills, terrorist attacks, or an attempt to disrupt the State's transportation network.

Airports:

The Sisters Eagle Airport is located at the intersection of Camp Polk Road and Barclay Drive. The privately-owned airfield has a heliport and a runway that is 60' wide by 3,560' long. The paved runway supports locally based aircraft and primarily accommodates recreation-oriented traffic. This airport is also the center for air ambulance intercepts, search and rescue, smoke-jumper training, and other airport related activities.



Waterways/Bridges:

The major waterways include McKenzie River, North Santiam River, Whychus Creek, Lost Lake Creek, and several other small creeks and tributaries. Flooding may occur along each of these waterways. There are numerous bridge crossings throughout the District. Some of the smaller bridges have load limits that prevent usage by fire apparatus. Bridges which could disrupt the transportation network within the District include the following:

<u>Bridge Location</u>	<u>Crossing</u>
MP 93 OR 126	Whychus Creek
MP 97 OR 126	Whychus Creek Canal
MP 89.4 OR 242	Trout Creek
MP 95 US 20	Indian Ford Creek
MP 2.8 US 20	Whychus Creek Canal
MP 72.5 OR 242	Pole Bridge
MP 76.8 US 20	Lost Creek
MP 78.1 US 20	Lost Creek
MP 4.6 OR 126	McKenzie River
MP 1.9 OR 126	Fish Creek
MP 2.7 OR 126	Ikenick Creek
MP 10.3 OR 126	Bobby Creek
MP 75.6 OR 22	N Santiam River
MP 87 US 20	Lake Creek
MP 66.7 OR 242	Creek
MP 68.3 OR 242	Creek

School Districts:

The District provides emergency services to the following education facilities within Deschutes and Jefferson Counties:

- Sisters School District – *providing K-12 education to approximately 1,300 students.*
- Black Butte School District – *providing K-8 education to approximately 25 students.*
- Various private and charter schools.

SECTION THREE: Time and On-Scene Performance Expectations

On-Scene Operations:

Whenever resources allow, the District provides IDLH (immediately dangerous to life and health) offensive firefighting interventions on structure fires. These interventions, while recognized as the most dangerous to firefighters, provide the highest level of performance for the citizens of the District. These interventions also allow firefighters to enter a burning building under specific circumstances to search for and rescue occupants. Within the fire service, it is recognized that a significant amount of training and equipment must be committed to maintain these intervention capabilities.

Oregon OSHA mandates that when firefighters wear respirators that they must work in teams of at least two personnel. OSHA further mandates that if two firefighters enter an IDLH atmosphere that two personnel must stand by outside and prepare to rescue the firefighters inside. This rule is known as the “2 in, 2 out” rule. District personnel are required to know, understand, and follow the safety guidelines of “2-in, 2-out” when fighting fires in structures, and fire officers are required to understand the importance of establishing a “Rapid Intervention Team” (RIT) capability early in the incident.

In addition, The District provides first-due advanced life support (ALS) interventions for its customers. This means a paramedic level response, allowing crews to implement advanced cardiac, medical, and trauma lifesaving procedures on scene and during transport to the hospital.

The District has adopted a Safety Motto designed to simply and elegantly communicate expectations to our emergency response staff. This is a motto commonly used in fire and emergency services and it provides the most basic of instructions to our firefighters and EMTs:

- Within a structured plan, we will risk a lot to save a lot;
- Within a structured plan, we will risk little to save little;
- We will risk nothing to save what has already been lost.

For emergency incident response, the Fire District currently employs a Fire Chief, a Deputy Fire Chief, three career Shift Captain Paramedics, and six career Engineer/Paramedics. The District also relies heavily on its volunteers which total 70 at the present time. In addition to the volunteers, the Fire District also hosts seven resident volunteers each year. The volunteer staff consists of 38 firefighters (36 of which are also EMS certified), five Emergency Medical Service only volunteers, and 27 Fire Corps Volunteers. For safety reasons, volunteers with the District are required to report to a Fire Station, and are not allowed to respond from home directly to

the emergency scene unless specifically exempted by the Fire Chief.

When setting safe staffing levels for emergency intervention, Standards of Cover require the identification of “*critical tasks*” that must be performed in a timely manner on every major type of emergency. These tasks include state and federally mandated interventions and assignments to ensure the safest, most coordinated response. While the tasks are similar between all fire agencies, the number of personnel committed to each task may differ between departments depending on the community expectations, speed of intervention required by the adopted standard, life risk, and other factors (such as high-rise infrastructure, etc.). Like all agencies, the District sets critical tasks after discussing performance expectations, safety standards, and the above “Rules of Engagement” with firefighters, EMS staff, administrative staff, and professional resources.

Once critical tasks are identified, the number of personnel that is needed to accomplish the task(s) in a safe and effective manner is established. The total number of personnel that is required to safely and effectively manage and mitigate an incident is listed. It is important to note that on many scenes, some of the less urgent tasks can be accomplished by “recycling” personnel who were assigned a task that they already accomplished (for example, on a simple structure fire with room and contents involved, the two firefighters who pull the back-up line may also serve as primary RIC). The District understands this is less than desirable due to the extra physical demands it places on firefighters, and works to minimize the practice.

Generally, within the District, the establishment of a full effective firefighting force can take anywhere from 10 to 45 minutes depending on availability of volunteers and the distance of the incident from fire stations. This means that on a typical structure fire, if there is no immediate rescue profile on arrival (e.g., witnesses or residents stating someone is trapped, Dispatch reporting a trapped person, or highly reliable indicators such as cars in the driveway with a night-time fire), offensive attack will only commence when there are enough personnel on scene to safely conduct operations described in the task analysis below.

A non-IDLH entry structure fire (or wildfire) will generally need fewer firefighters because a “defensive attack” does not require immediate search and rescue or RIC. For IDLH entry, as previously stated, The District must have “2-in, 2-out” unless there is a known or highly suspected rescue situation. Any time a “rescue” entry is made without the required “2-in, 2-out”, the District will require a MANDATORY debriefing and analysis of actions and decisions on the incident.

Service Level Objectives:

The following are the primary service delivery objectives for the District. The District has created three (3) primary “Response Zones” within the District for measuring percentile performance. The definitions used within this standard were established based on recommendations contained in NFPA 1720.

DEFINITIONS:

Urban: Those areas of the District which are located within the City of Sisters.

Rural: Those areas of the District which are located outside of the City of Sisters and within 8 road miles of Station 701.

Remote: Those areas of the District which are not Urban or Rural.

Fire Suppression

The District provides structural fire response as follows:

- Urban: First due units will arrive within 8 minutes of receiving the emergency call 80% of the time.
- Rural: First due units will arrive within 12 minutes of receiving the emergency call 80% of the time.
- Remote: First due units will arrive within 30 minutes of receiving the emergency call 80% of the time.

Medical

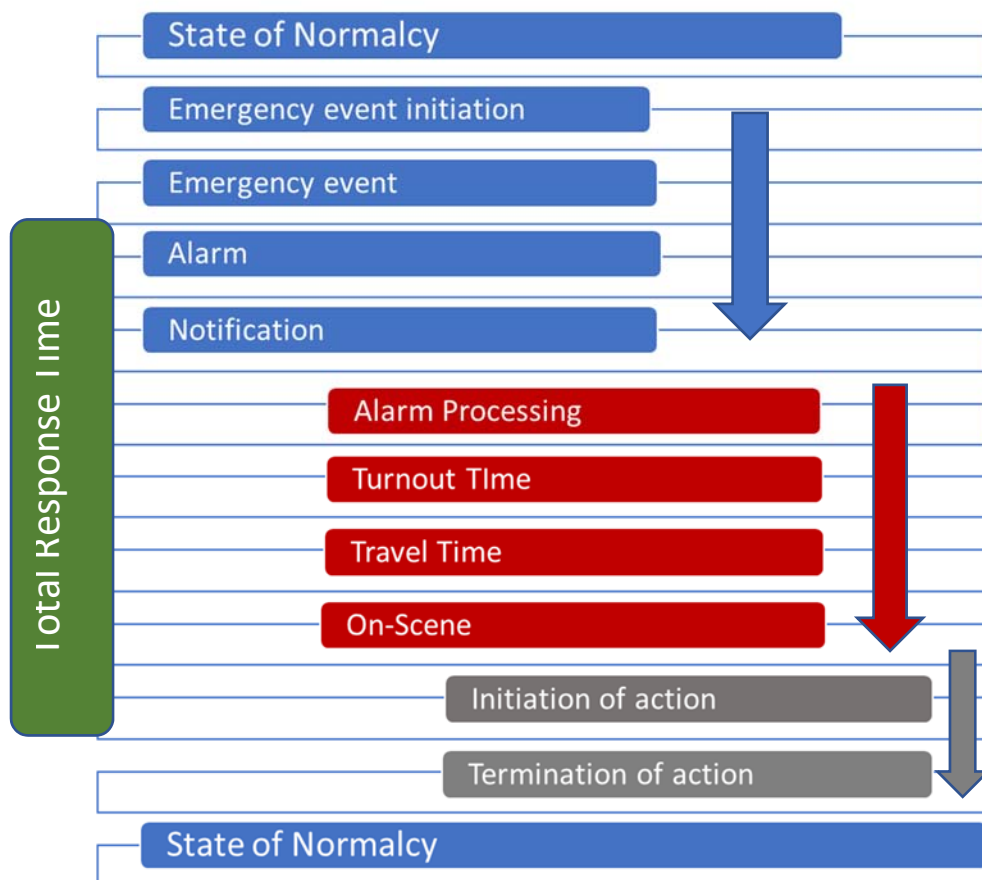
The District provides medical/EMS response as follows:

- Urban: First due units will arrive within 6 minutes of receiving the emergency call 80% of the time.
- Rural: First due units will arrive within 12 minutes of receiving the emergency call 80% of the time.
- Remote: First due units will arrive within 30 minutes of receiving the emergency call 80% of the time.

Cascade of Events:

The cascade of events is the sum of the individual elements of time beginning with a state of normalcy and continuing until normalcy is once again returned through the mitigation of the event. The elements of time that are important to the ultimate outcome of a structure fire or a critical medical emergency begin with the initiation of the event. For example, the first on-set of chest pain begins the biological and scientific time clock for heart damage irrespective of when 911 is notified. Similarly, a fire may begin and burn undetected for a period of time before the fire department is notified. The emergency response system does not have control over the time interval for manual recognition or the choice to request assistance.

Therefore, the Fire District utilizes quantifiable hard data points to measure and manage system performance. These elements include alarm processing, turnout time, travel time, and time spent on scene. An example of the Cascade of Events and the elements of performance utilized by the District is below.



Total Response Time:

When an emergency occurs, the time that elapses between someone calling 911 and emergency responder's arrival on scene is called the Total Response Time. There are several components and variables to the total response time, which are discussed in more detail below. One common perception from people calling 911 is that it seems to take longer for emergency response personnel to arrive than it actually does. Following is a list of the components and variables of total response times in Deschutes County.

Incident Initiation:

Incident initiation is the point when something happens that will require a response by emergency response personnel. This can occur quickly such as a sudden cardiac arrest, or more slowly like a smoldering lightning strike that isn't detected for days. In some areas of the fire district there can be a significant delay from when an incident occurs until it is discovered (lightning strike) and reported.

Incident Awareness:

The incident awareness is the point in time that someone becomes aware that there is an incident occurring that will require an emergency response. The period of time between incident initiation and incident awareness is impossible to track for most incidents and is only discussed to provide an understanding of how an emergency incident occurs.

Alarm notification:

The alarm notification time is the time that the incident is reported to a public safety answering point (PSAP). In Deschutes County the primary PSAP is Deschutes County 911 Service District (Deschutes County 911). Other agencies may receive an alarm prior to Deschutes County 911 being notified. The information then must be relayed to Deschutes County 911 for processing and dispatch. Three entities that may receive alarm notification prior to it being received by Deschutes County 911 are: OnStar, private alarm companies and Central Oregon Interagency Dispatch Center (COIDC).

OnStar is a subsidiary of General Motors Corporation and is available in newer model General Motors vehicles. One of the features of OnStar is "Automatic Crash Response." This feature detects when the vehicle is involved in a motor vehicle crash and connects the occupants of the vehicle to a trained OnStar advisor. The OnStar advisor will then notify Deschutes County 911 of the location of the accident and other critical information based on the sensors that were activated during the crash. Deschutes County 911 will then process the call and dispatch the appropriate emergency responders to the scene.

Another method of alarm notification prior to Deschutes County 911 receiving the information is private alarm monitoring companies. These companies monitor built in fire protection systems or medical devices worn by residents. When an alarm is received by the monitoring company, it will contact Deschutes County 911 and relay the necessary information. The information is then processed and the appropriate emergency responders are notified.

The last method of alarm notification prior to Deschutes County 911 is information provided to COIDC. COIDC is a dispatch center for state and federal wildfire resources. COIDC is located in Redmond, Oregon and does not have a direct connection to Deschutes County 911.

Information is relayed via telephone or radio. COIDC also receives reports from fire lookout towers within Deschutes County. The fire lookout towers are staffed most of the day during wildfire season. When a person in the fire lookout tower locates a fire, he/she will attempt to determine the location of the fire. The information is then relayed to COIDC whose staff will process the call and forward the information to Deschutes County 911. COIDC will dispatch federal and state firefighting resources and Deschutes County 911 will process the call and dispatch the appropriate local fire resources.

Call Processing Time:

The call processing time is the time that it takes Deschutes County 911 to answer the phone, determine the nature of the emergency, enter the information into the Computer Aided Dispatch system (CAD) and then notify emergency responders. This time can vary depending on multiple factors including: How many calls are being processed, the efficiency of the person calling 911 and available staffing at the time.

Turn Out Time:

The turnout time is the length of time from when the fire district receives notification of an emergency and the emergency response vehicles are enroute to the emergency. Several factors may impact turn out time but the two most significant impacts are the time of day and whether the station is staffed.

Time of day can impact turn out time because responders may be asleep at the station or at home. During the night, career firefighters likely will be sleeping in dormitory style rooms. Volunteer firefighters will be sleeping at home. When emergency calls are received firefighters must wake up, get dressed, put on protective clothing and start responding to the call. Volunteer firefighters will have to first drive their personal car to the fire station and then put on protective clothing and respond to the emergency. Inclement weather can also impact turn out time for volunteer firefighters who must drive to the station.

Travel Time:

Travel time is the amount of time that it takes to drive the emergency response vehicle to the scene of the emergency. Like other elements of the overall response time, travel time may be impacted by multiple factors including: weather, time of day, traffic conditions, location of incident and accuracy of incident location.

Weather conditions and time of day impact the speed that firefighters are able to drive while responding to the emergency scene. Driving at night reduces visibility and often requires drivers to drive more slowly. Weather and road conditions also impact travel time as road conditions can vary greatly throughout the year and area of the fire district.

The location of the incident impacts the travel time for emergency responders. While most emergency incidents occur within five miles of a fire station, some medical emergencies may occur more than 20 miles away. The location of the incident may also impact travel time when no address is available for the incident. It is very common to receive reports of “smoke in the area” and no physical address. This is more common in summer months when residents see smoke in the forest but aren’t sure of the exact location.

Lastly, traffic volume can impact travel time as emergency responders have to carefully maneuver through other traffic and pedestrians. This occurs mostly during the summer months when tourism is at its peak. While the city of Sisters can experience severe traffic congestion, once emergency response vehicles are out of the city traffic doesn’t normally slow travel time.

Arrival Time:

The arrival time is the time that the first arriving emergency response vehicle arrives at the emergency incident. The arrival time would be reported for the first appropriate vehicle for that incident. For example, at medical emergencies the arrival time would be reported for the first arriving ambulance. For fire incidents the time reported would be for the first arriving fire engine. Other emergency response vehicles may also be dispatched to incidents such as chief officers, water tenders and support vehicles.

SECTION FOUR: Establishing an Effective Response Force

Critical Tasks and Staffing Assignments:

Structure Fire Hydrants (With IDLH entry): Total = 15

Attack line 2
Pump Operator 1
Water Supply 1
Back-up line 2
Rapid Intervention Crew (RIC) 2
Command/Safety 1
Search & Rescue 2
Ventilation 2
Utilities, Exposures 2
Rehab 2 (auxiliary personnel)

Structure Fire Non-Hydrant (With IDLH entry): Total = 17

Attack line 2
Pump Operator 1
Water Supply 3
Back-up line 2
Rapid Intervention Crew (RIC) 2
Command/Safety 1
Search & Rescue 2
Ventilation 2
Utilities/Exposures 2
Rehab 2 (auxiliary personnel)

Structure Fire Commercial (IDLH entry): Total = 24

Attack line 4
Pump Operator 3
Water Supply 1
Back-up line 4
Rapid Intervention Crew (RIC) 2
Command/Safety 2
Search & Rescue 2
Ventilation 2
Utilities/Exposures 2
Salvage 2
Rehab 2 (auxiliary personnel)

Wildland Fire (Standard response): Total = 11

Attack line 6
Pump Operator 2
Water Supply 2
Command/Safety 1
Rehab 2 (auxiliary personnel)

MVC-Extrication: Total = 7

Fire Suppression 1
Command/Safety 1
Extrication Officer 1
Paramedics 2
EMT'S 2

Cardiac Arrest: Total = 4

CPR 1
Airway 1
ALS Drugs 1
Lead Medic Assistant 1



SECTION FIVE: Response Performance Baselines

The Sisters-Camp Sherman Rural Fire Protection District selected the following response performance baselines to provide it the ability to measure and evaluate the level of service it provides to the communities.

1. Provide for the arrival of adequate resources to initiate advanced emergency medical services at the scene of any medical emergency within the following times after being notified by the 911 center.

Response Zone	Definition	First Unit Arrival	Compliance %
Urban	Areas located within the City of Sisters	6 minutes	80 %
Rural	Outside City but within 8 road miles of Station 701	12 minutes	80 %
Remote	Those areas which are not urban or rural	30 minutes	80 %

2. Provide for the arrival of adequate resources to initiate interior fire suppression operations at the scene of any fire within the following times after being notified by the 911 center.

Response Zone	Definition	First Unit Arrival	Compliance %
Urban	Areas located within the City of Sisters	8 minutes	80 %
Rural	Outside City but within 8 road miles of Station 701	12 minutes	80 %
Remote	Those areas which are not urban or rural	30 minutes	80 %

3. Provide for the arrival of adequate resources to initiate fire suppression operations at the scene of wildland fire within the following times after being notified by the 911 center.

Response Zone	Definition	First Unit Arrival	Compliance %
Urban	Areas located within the City of Sisters	6 minutes	80 %
Rural	Outside City but within 8 road miles of Station 701	12 minutes	80 %
Remote	Those areas which are not urban or rural	30 minutes	80 %



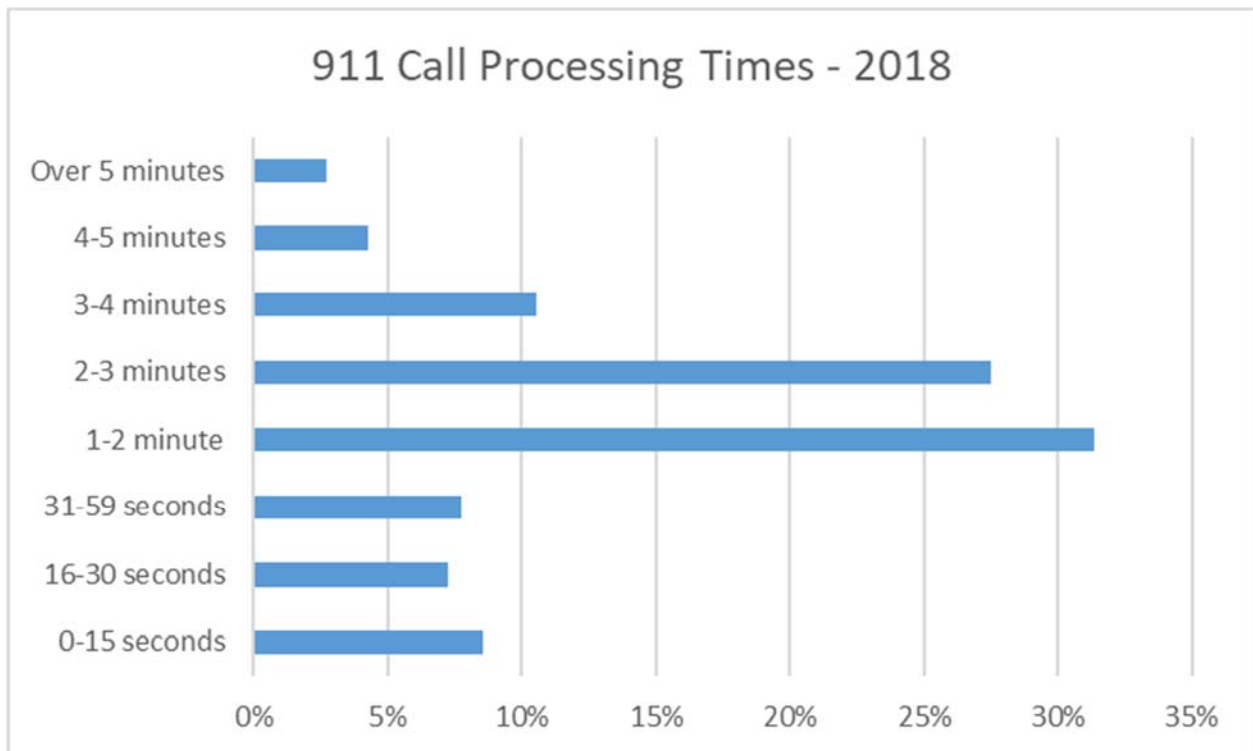
SECTION SIX: Response Reliability & Data

Response reliability is defined as the probability that the required amount of staffing and apparatus will be available when an emergency call is received. The District's response reliability would be 100% if every piece of Fire District apparatus were available and staffed every time an emergency call was received. 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.

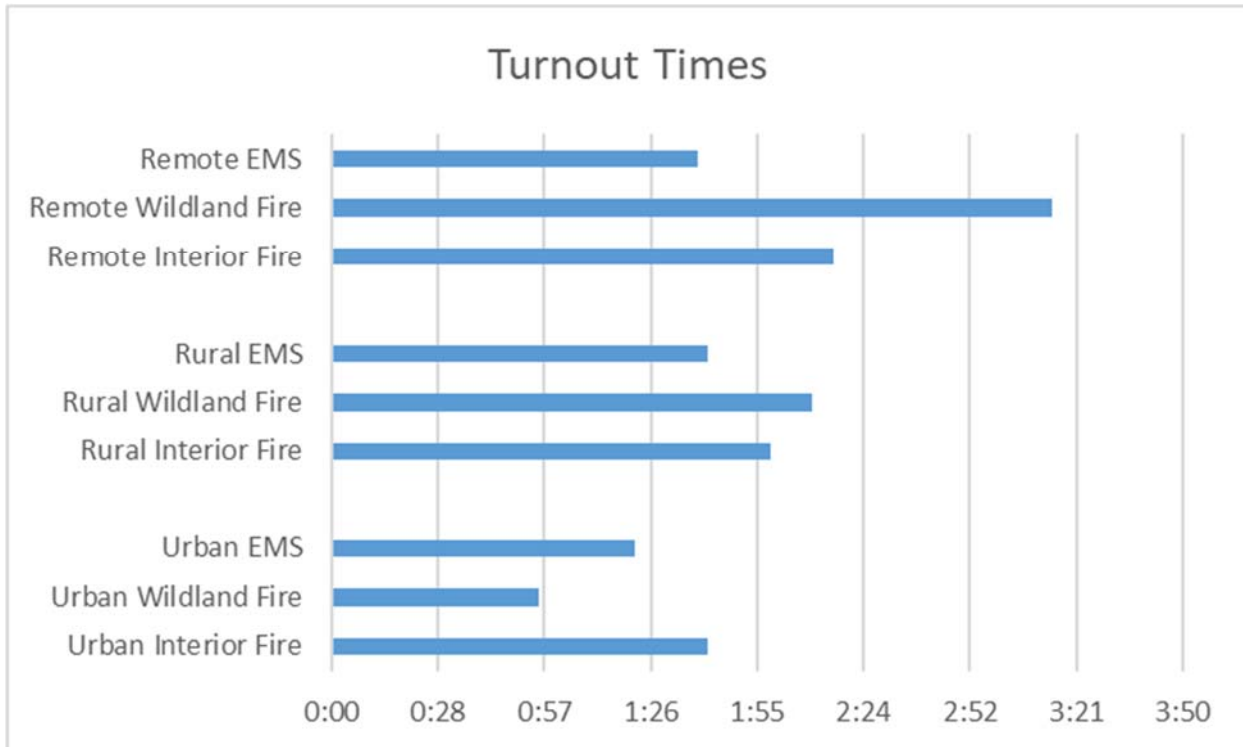
The District responded to 220 back to back incidents in 2018. This number represents the number of times the on-duty crew for the District was dispatched to a second incident prior to the completion of the first incident, requiring a response from another crew.

General Response Data:

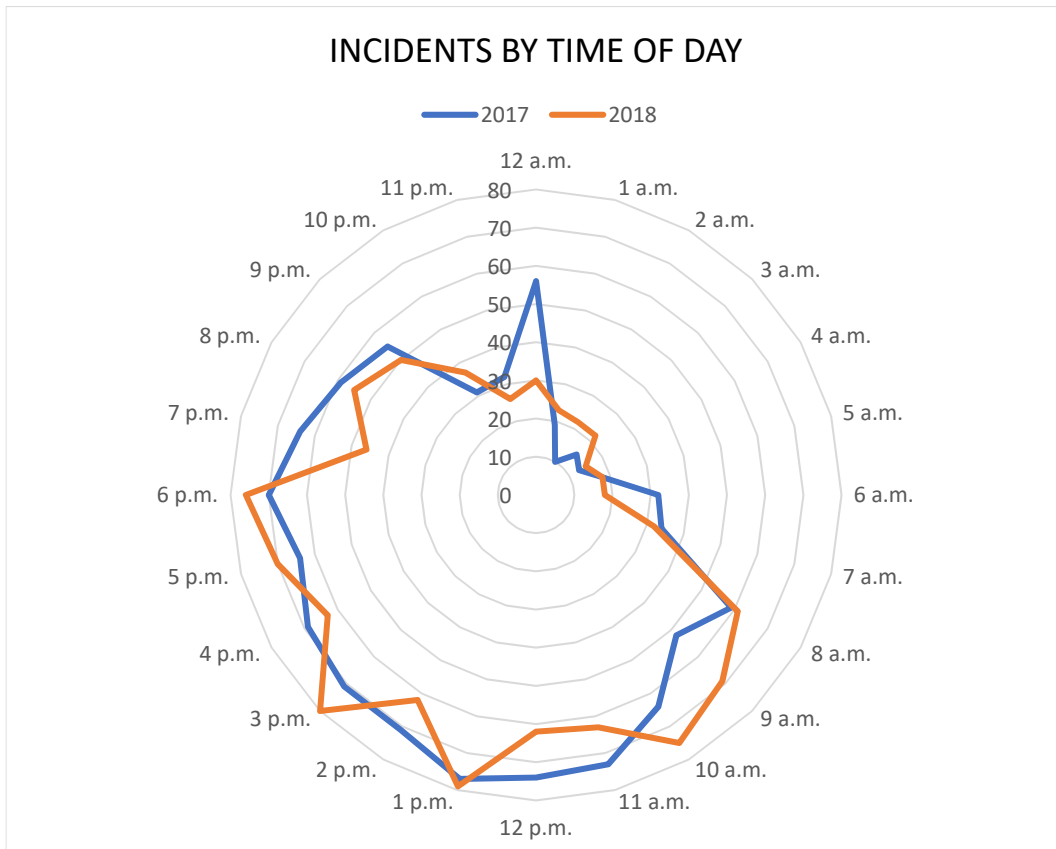
Emergency incidents for the District are reported through Deschutes County 911 Dispatch (Dispatch) center located in Bend, Oregon. For 2018, 55% of all emergency calls were processed through Dispatch in under two minutes. The Deschutes County Ambulance Service Area franchise agreements require that EMS calls be processed within 2 minutes 90% of the time. For 2018, EMS emergency calls were processed within two minutes only 53% of the time.



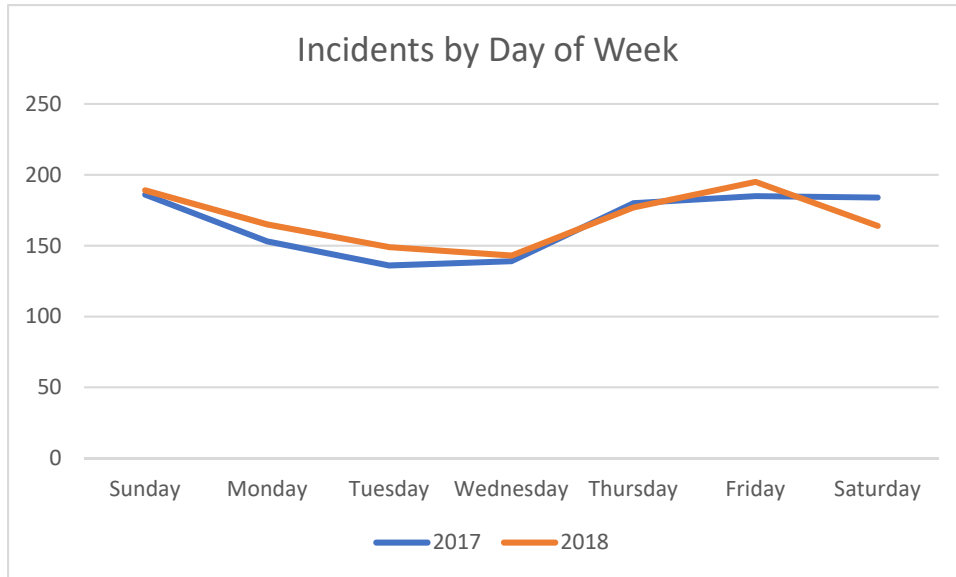
Turnout time is the time that elapses from the fire district being notified of emergency and personnel and equipment driving to the emergency. Turnout times are one component of the total response time and improvement.



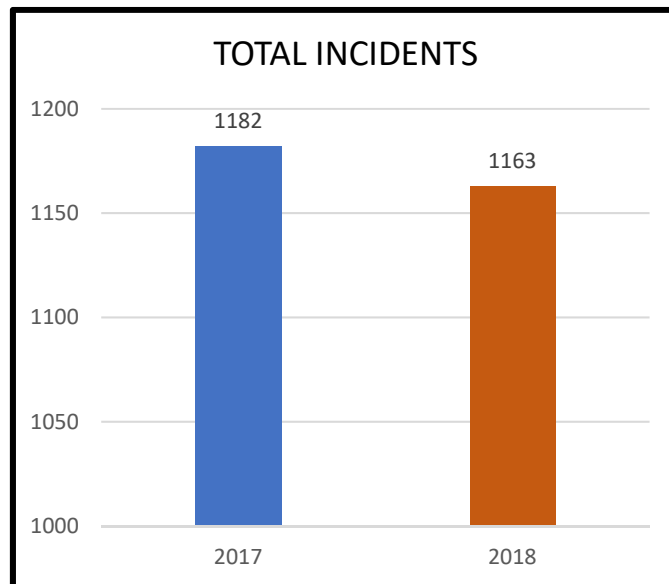
Incident activity by time of day is generally the lowest during the period from 10:00 p.m. to 8:00 a.m. 2018 saw spikes in call volume at 10:00 a.m., 12:30 p.m., 3:00 p.m. and 6:00 p.m. In 2017, the one big spike was between 12:00 a.m. and 1:00 a.m.



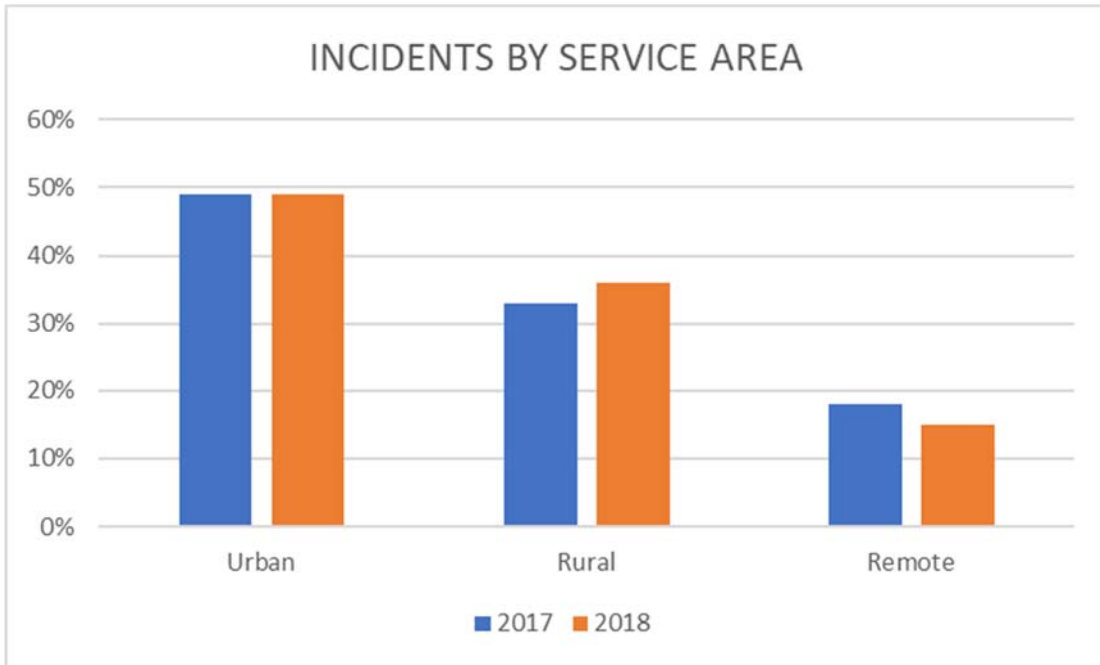
In both 2017 and 2018, Friday and Sunday are the busiest days for incidents, with Wednesday consistently being the slowest day. Because Sisters is recognized as a tourist destination, it is expected that call volume increases during weekend days.



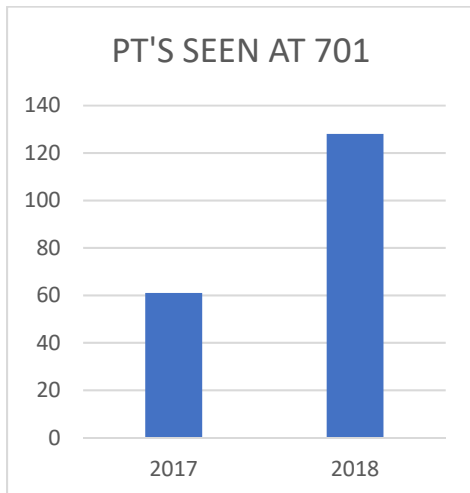
The total number of incidents decreased slightly from 2017 to 2018. Total Incidents for 2017 was 1,182 compared with 1,163 in 2018. Medical incidents have increased 5%, and total fire incidents decreased 1.5% over the last year. Other types of calls for 2018 include: public service, false alarm/good intent, and other types not elsewhere classified. Other types can include: assistance to law enforcement, power line issues, gas leaks, etc.



Incidents within the three primary response areas of the District have remained relatively the same with a slight increase in total call volume in the rural area and a slight decrease in call volume in the remote area.

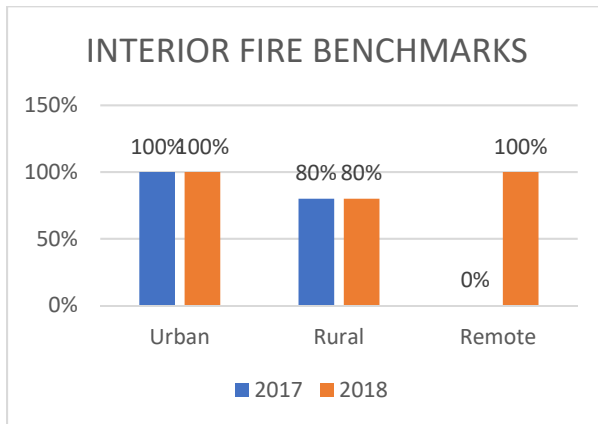


Due to the fact that the city of Sisters does not have a hospital emergency room or an urgent care clinic, many residents and visitors alike seek treatment at the main fire station in Sisters. The number of patients seen at Station 701 has increased over the past two years of data.

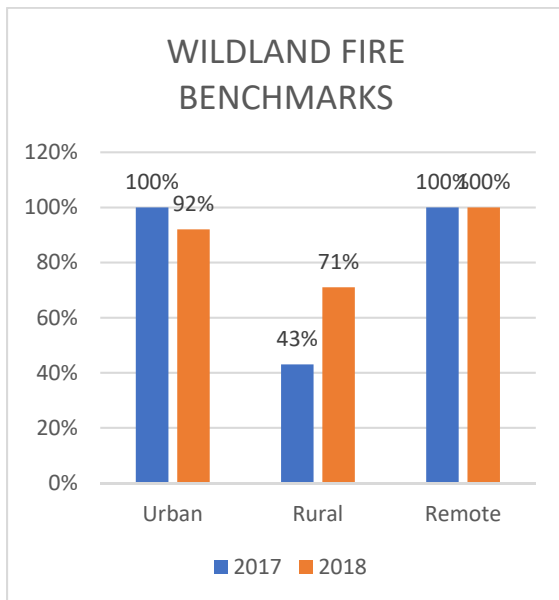


Benchmarks:

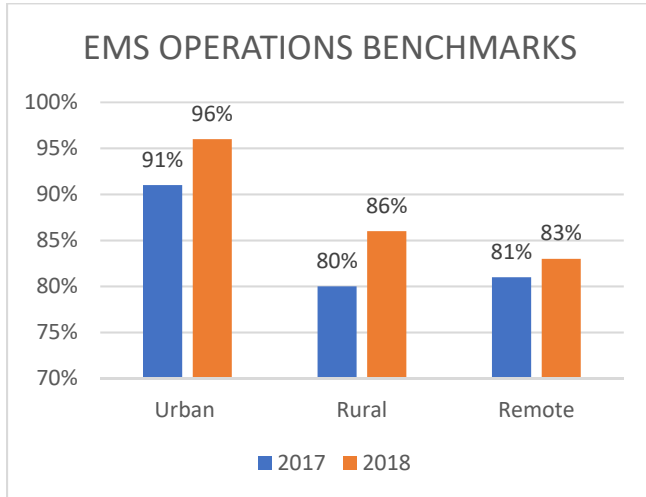
The District exceeded its benchmarks for the past two years of data in the urban areas of the District for interior fire incidents and in 2018 in the remote areas of the District. It met benchmarks in both 2017 and 2018 in the rural areas. In 2017, there were zero interior fire incidents in the remote area, thus the 0% in that category.



The District exceeded its benchmarks for the past two years of data for wildland fire incidents in both the urban and remote service areas. In the rural areas of the District, data shows that first unit arrival within 12 minutes after being notified by dispatch for wildland fire incidents was at 43% in 2017 and increased to 71% in 2018, but did not meet the goal of 80% compliance.



The District met or exceeded its benchmarks for the past two years of data for EMS incidents in all service areas.



SECTION SEVEN: Overall Evaluation and Recommendations

While great improvements have been made since adoption of the original standards of coverage in 2013, there are still opportunities for improvement of service delivery and data collection. During the update and review of the standards of coverage document district staff identified the following recommendations to further enhance service delivery.

Emergency Response:

1. Enhance data collection and reporting of call processing and response time information. Currently call processing times are not reported by Deschutes County 911 Service District. Fire district personnel are also not provided information regarding turnout and response times for their respective shifts. Call processing is not monitored for compliance with the Deschutes County Ambulance Service Area Plan.
2. Increased development within the District and surrounding areas may impact response reliability in the future. Benchmarks for response reliability should be established and monitored for compliance. Increasing emergency calls may necessitate the addition of peak activity staffing.
3. The District has three operational fire stations with two of the stations is served by volunteers and the main station on Elm Street served by a combination of career and volunteer staffing. Career staff from the Elm Street station respond to all incidents regardless of station response area. Response data for each station service area should be evaluated independently to provide feedback to volunteer personnel as well as to monitor regional needs and response trends.
4. The District works closely with neighboring agencies to provide a closest force response to emergency incidents. District staff should continue to enhance coordinated service within the region. Additionally, staff should monitor mutual aid received and provided as part of its data reporting.
5. Maintenance of volunteer staffing and response reliability should be a priority for the Squaw Creek Canyon and Camp Sherman stations.
6. The District should evaluate the failure to meet response requirements for rural wildfire responses and develop a mitigation plan to improve performance.

Preparedness:

1. The District should enhance local resilience to natural disasters with a focus on wildfire, flooding, weather and earthquakes. The District should support local and regional efforts to enhance development and building codes which enhance community resilience.
2. The District should train a cadre of volunteers to perform building inspections to enhance wildfire safety.
3. The District shall evaluate emergency response data to identify opportunities to reduce community risk and prevent injuries.
4. The District should work with other local stakeholders to establish expanded medical care options for the community.

Training:

1. The District should ensure career and volunteer staff receive the necessary training to perform the essential functions of their job and are prepared for advancement. Volunteer training should provide opportunities for volunteers to become apparatus operators and officers within the organization. Classes should be offered at least biennially.
2. The training center should be enhanced to provide live fire training opportunities. A long range master plan for the facility should be developed along with an identified funding source.

SUMMARY:

The Standards of Coverage identifies key areas of performance the District can effectively measure utilizing available data and analytics. More importantly, the document establishes the level of service the District will provide residents. Performance benchmarks are evaluated at least annually to determine compliance with adopted standards. Recommendations within the plan will be incorporated in District goals and strategic plans.

The District would like to recognize all of the members of the organization who work tirelessly to provide exceptional services to our community.