

Jefferson County Fire & EMS



2022 Annual Report



Jefferson County Fire & EMS

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MESSAGE FROM THE FIRE CHIEF



On behalf of Jefferson County’s new fire and emergency medical service, I am pleased to provide Jefferson County Fire & EMS’s first annual report for 2022. This report illustrates the commitment, dedication, and desire to provide the best service to our residents, business owners and visitors. Our agencies personnel representing the Operations, Fire Prevention and Administrative divisions have come to together to develop a cohesive and professional fire and emergency medical department that represents our community’s value and diversity.

As my first year with the organization ends, I am very proud of everything we have accomplished since I started in February of 2022. In this report you will see a list of these accomplishments and narratives from our staff that reinforces our desire to become one of the leading and progressive paid and volunteer emergency service organizations in the State of Oregon. We still have a lot to accomplish but we are eager to continuously improve and make our residents proud of our service.

In this report you will also see a list of broad ranging goals for 2023, these goals are designed to help provide a road map for our organization moving forward and to provide accountability to our constituents for the projects, programs and budgetary items that they support. I encourage our community to reach out and provide input and communication on all these goals moving forward. It is my belief that relationships with our partnering agencies and our community is the most important way for our organization to build trust and transparency. This includes not only the good things we accomplish but also those things that are difficult or not financially feasible.

One of the most important goals for 2023 is to completely dissolve the EMS district. In the May election our voters will see a measure on the ballot to dissolve the EMS district. This is necessary to formalize our consolidation of services and by statute is required to make the EMS organization a permanent part of Jefferson County Fire & EMS. We will be making a concerted effort to educate and answer any questions you may have on why this is necessary in the next few months.

I appreciate all the support my organization and myself have received in 2022 from this community. Jefferson County Fire & EMS looks forward to serving you in 2023. If you have any questions or would like more information on anything in this report, please don’t hesitate to ask or come in for a cup of coffee. My staff and I are happy to sit down and discuss this annual report.

Sincerely,

Jeffrey Blake, Fire Chief

Jefferson County Fire & EMS



Services Provided

- Fire Response
- Emergency Medical Response
- Hazardous Materials Response
- Technical Rescue Response
- Fire Prevention
- Fire Investigation

Population Served

25,068



EMERGENCY MEDICAL SERVICES

Deputy EMS Chief Lepin



This report is unique as it is the first EMS report of this new agency. Still, in order to give a full account of EMS provided in Jefferson County's #1 Ambulance Service Area; this report will show a combination of ambulance call data from Jefferson County EMS District (JCEMSD) in the months of January through June and data of Jefferson County Fire & EMS (JCF&EMS) in the months of July through December.

Ambulance Call Data:

Ambulance Call Volume by City

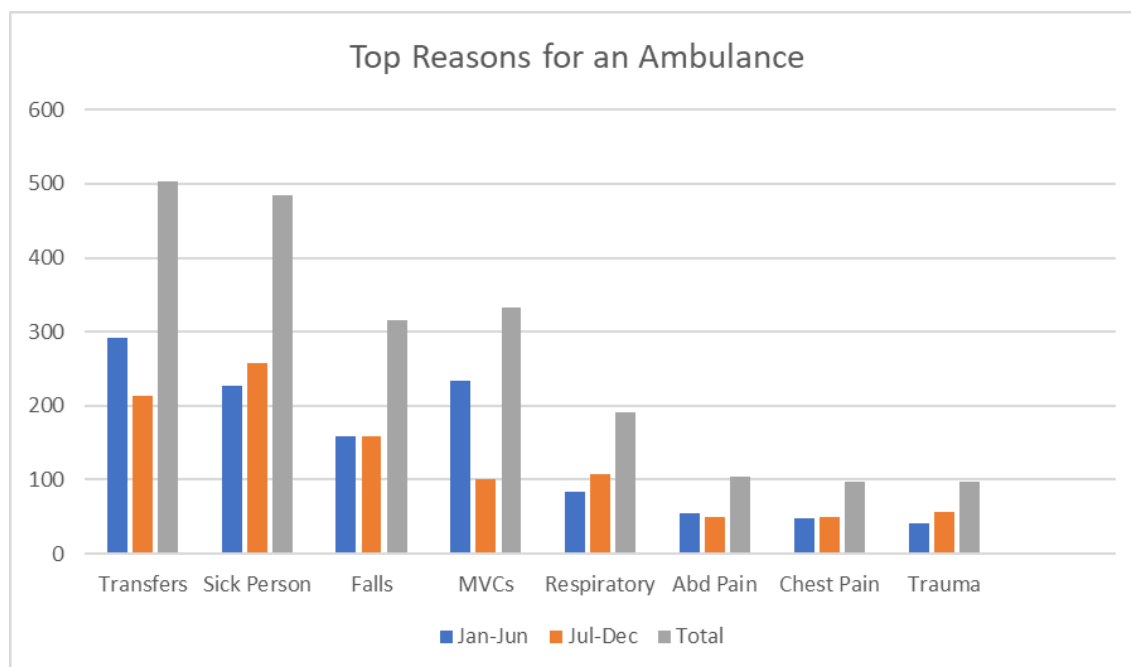
City	January – June	July – December	Total	Percentage
Madras	1308	1242	2550	88.30%
Culver	96	98	194	6.72%
Metolius	40	41	81	2.80%
Antelope	10	11	21	0.73%
Warm Springs	7	6	13	0.45%
Ashwood	8		8	0.28%
Maupin		5	5	0.17%
Bend	3	1	4	0.14%
Terrebonne	2	1	3	0.10%
Gateway	1	1	2	0.07%
Prineville	2		2	0.07%
Redmond	2		2	0.07%
Willowdale		1	1	0.03%
Fossil	1		1	0.03%
Shaniko	1		1	0.03%
Total	1481	1407	2888	

Call Response Type

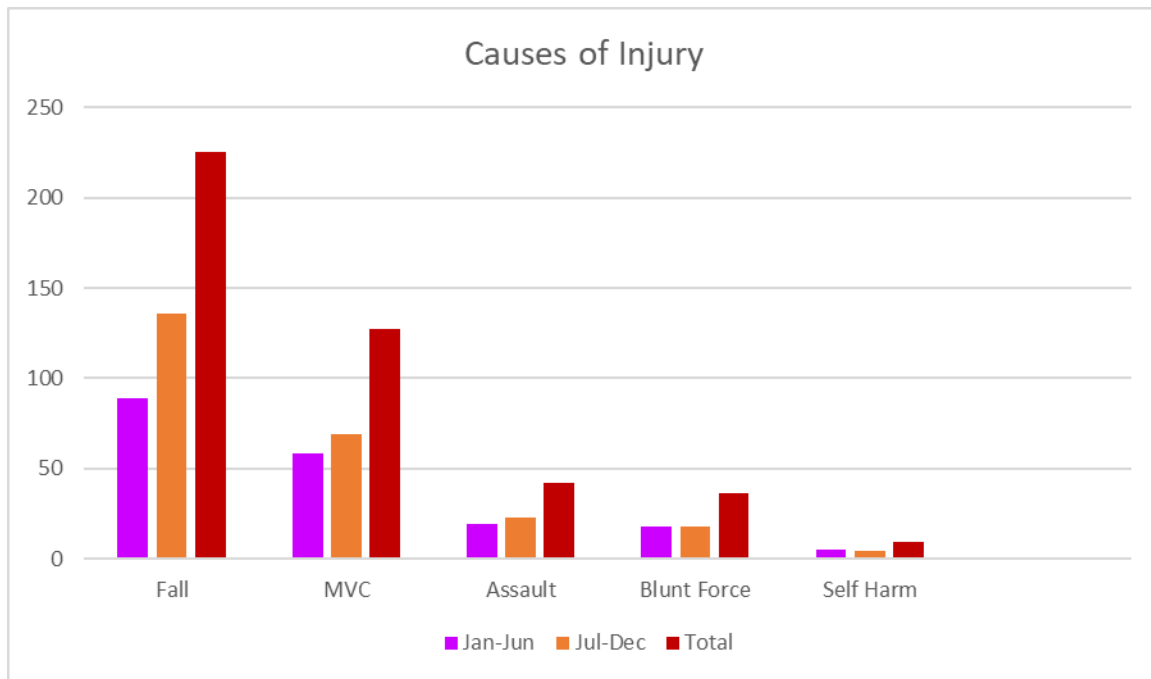
Type of Service	January-June	July-December	Total	Percentage
911 Response	1237	1318	2555	87.68%
Interfacility Transfers	219	56	275	9.43%
Mutual Aid	20	11	31	1.06%
Standby	10	9	19	0.65%
Public Assistance	7	5	12	0.41%
Private Call	2	8	10	0.34%
Flag-down/Walk-In	3	3	6	0.21%
Intercept	3	1	4	0.14%
Medical Transport	1	1	2	0.07%
Total	1502	1412	2914	

The number of interfacility transfers is a bit off here. This is possibly because some may have been called out as 911 calls. The data for the location of calls shows calls originating at the hospital (which would be a transfer) is 599, which would be 20.56% of the calls. Typically, transfers have been approximately 25% of the call volume.

This chart shows the top 8 reasons for an ambulance being dispatched.



This chart shows the top 5 causes of injuries this past year.



Equipment

Last May JCEMSD had ordered two new ambulances. The increased interfacility transfers from the COVID pandemic had put an awful strain on the current front-line ambulances. With the limited inventory of chassis, these new ambulances are not due to arrive until the fall of 2023. Maintenance cost of the current ambulances have been high over past couple years. Receipt of the new units will be a blessing. The new ambulances will be Ford 4-wheel-drive type I ambulances with different outside cabinet configuration, based largely off the Redmond Fire Department's ambulance design. This different configuration allows space for the crews turn-out gear and air-packs.

Buying new ambulances is a perfect time to update aging equipment that goes on them. This includes the heart monitors/defibrillators used. JCEMSD was the first in Central Oregon to purchase the ZOLL X-Series monitor/defibrillator. JCF&EMS is the first to purchase the ZOLL X-Series Advanced, keeping Jefferson County in the forefront of technology in EMS.



In preparation for outfitting the new ambulances and dealing with new challenges in EMS, other equipment was purchased to improve care and increase efficiency. These items include IV pumps, full body vacuum splints to replace backboards, improved narcotic security safes, body armor, stair chairs, and pediatric-protocol apps for the crews' cell phones and tablets on the ambulances.



Another huge change to improve efficiency of response, the first out fire engine has been outfitted with advanced-life-support equipment; medical bag with emergency medication, airway bag with advanced airways, and a ZOLL X-Series monitor which has replaced the old AED. If all ambulances are out on calls, this allows the engine crew to respond to potential medical/trauma calls while waiting for an ambulance to respond.

Deciding what equipment to carry, where to put it on the ambulance and review how well it works has required the creation of the EMS Committee. This committee is made up of a one person from each shift, who bring suggestions or recommendations from their shift to be discussed. So far it has been working well.

Training

In preparation for the merge, starting in April all staff who came from JCEMSD began training to become firefighter I qualified. Likewise, fire students started orienting themselves to the ambulances and its basic operation.

To assist in shift training, a Clinical Team has been created with one staff member from each shift serving on this team. This team leads their shift in training of new protocols, equipment, and procedures.

Starting July, a new Medical Director/Advising Physician took over, Dr. Luke Welle, MD. Dr. Welle, a native of Oregon attended medical school at OHSU and completed his internship in Albuquerque, New Mexico. Dr. Welle specializes in EMS, the only Medical Director in Central Oregon to do so. He works as an ER Physician at the St. Charles Madras, Prineville and Redmond campuses. Dr. Welle is very involved with staff, frequently reviewing charts, holding case reviews every other month, and participating in training. He has also updated the District's protocols and has gotten involved in ECEMS and ATAB.



EMS is ever changing. How EMS is deployed in Jefferson County has also changed. The quality of care; however, remains constant as does the commitment from our staff to provide it.

Fire Operations

Deputy Fire Chief Skaar

Grants: This past year many grants were submitted such as:

- **FEMA Assistance to Firefight Grant (AFG) (unsuccessful)**
- **FEMA SAFER Grant (unsuccessful)**
- **Stewardship Grant for Personnel Protective Equipment (PPE) (successful \$60,000.00)**
- **Volunteer Fire Assistance Grant (VFA) (successful \$10,000)**
- **OSFM I Pad-Oregon Health Authority (successful 3 I Pads)**
- **Firehouse Subs (unsuccessful)**
- **Safety and Security Grant (unsuccessful)**
- **OSFM Staffing Grant (successful \$35,000.00)**
- **OSFM Engine Grant (Pending Review)**
- **OSFM SAFER Grant (Pending Review)**



2022 was a busy and eventful year. In January, we were still searching for a new chief, moving forward with the consolidation of Fire and EMS. In February, we hired Chief Jeff Blake, a Battalion Chief for Bend Fire who had worked there for over 28 years. For the next few months, we worked diligently on consolidating Fire and EMS, building three budgets, and fire station modifications to support line staff in one station. We put all teams on the same schedule in May, moved offices to one station, and started building a new department.

Consolidating our staff to one station allowed us to have 5-line staff per day and two student interns. We could staff two ambulances, with two staff per ambulance and one rescue/engine with a captain and two student interns. In June, we finalized the budgets and adopted them. We continued to work with BLM, stationed two of their apparatus out of the EMS building, and strengthened our partnership. In July, Jefferson County Fire District # 1 and Jefferson County Emergency Services formally entered an agreement to consolidate. The legal name is still Jefferson County Rural Fire Protection District # 1. However, the new business name is Jefferson County Fire & EMS. We relabeled our equipment, uniforms, and station to match the new name.



We had a jam-packed summer responding to multiple emergencies; on average, throughout the year, we averaged 10-12 calls per day, with increases during the summer months. Jefferson County Fire & EMS received a grant from OSFM to assist with staffing. Those funds were used to support: CONFLAG Rum Creek Fire and Immediate response Van Meter Fire along with other local and mutual aid fires. We also received a \$60,000.00 Stewardship Grant that allowed us to purchase 12 complete sets of Personal Protective Equipment for new staff during the consolidation. This fall, we evaluated changes that needed to be made and added three additional personnel to add one per shift. This allowed us to meet the further response need, rotation of crew members for a better experience, knowledge of positions, and limit overtime use. We hired two part-time employees to help with our community's fire prevention and Fire-Wise programs. The district moved from antiquated scheduling, time tracking, and payroll system to crew sense, allowing us to accomplish all those needs. We also identified that a specialized rescue and engine limits the captains of the appropriate apparatus to respond. 1721 was sent to Cascade Fire to be remodeled into a rescue/pumper; this positively impacts resource management and use without delay to the community. The engine remodeled added an EMS compartment, rescue tools storage, and tool boards for hand tools.



Goals for 2023

- **Volunteer Recruitment and Retention**
- **Establishing policies and procedures**
- **Continue to review equipment for safety and purchase new equipment to support operations**
- **Move forward with the implementation of Blue Card Command**
- **Assist with the completion of Strategic Planning**

This year has passed by in a blink of an eye, but we have accomplished so much. I look forward to our organization's future; we will continue to build relationships with our community, regional, and state partners. We will create a strong team within our organizations and work to become the best fire & EMS department in Central Oregon.



Volunteer Program

The volunteer program has always been an essential part of our organization. We could not have been successful all these years without them. In 2022 the volunteer program changed; we started the year as we usually do, recruiting new volunteers and trying to retain the ones we have. Our volunteers responded to every emergency, and the staff depended on them; otherwise, it took much work to get a resource on the road. Jefferson County Fire District # 1 staff worked Monday-Friday 0800-1700 with a Duty Officer who was home on call nights and weekends.

In contrast, Jefferson County Fire and EMS worked 48 on and 96 off-staffed schedules. In July 2022, Jefferson County Fire District # 1 and Jefferson County EMS consolidated into Jefferson County Fire & EMS, and many of our volunteers worked for EMS. Once we consolidated, they became paid staff, and we lost them as volunteers. Our staffing model went from a Monday-Friday schedule to a 48 on and 96 off schedule with five paid staff and two student interns on shift per day. The staff can handle 90% of the call volume with the resources they have.

The fire district went from depending on the volunteers 95 to 100% of the time to overnight needing volunteers 10% of the time for more resource-dependent emergencies. This was a significant change for our volunteers, whom we have depended on for many years. Our volunteer numbers have dropped due to the consolidation process. However, the volunteers we have been involved in training respond to calls and help our community with public education and fire prevention, but we need to recruit more. Chief Blake bought a new ladder truck for us, something we had never had in our district before. This ladder truck is a specialized and vital piece of equipment for our volunteers to use to support the district's mission. We aim to build a strong truck company to support our line staff and respond to calls when needed. This truck represents pride and ownership of our organization, and many of our volunteers are excited. We as an organization need to continue to build our volunteer program; our volunteers are positively the heart and soul of our organization. We cherish them spending so much of their valuable time serving others.

In 2023 our goal is to put more focus on our volunteer program:

- **We will work on our recruitment and retention of volunteers**
- **Improve the culture of staff to volunteers and harbor a team-building atmosphere**
- **Continue to find ways to incentives volunteers.**
- **Build a Ladder Company**
- **Create opportunities for volunteers to be more involved with day-to-day operations**



Training

Captain Mark Johnson

In 2022, fire training went through some changes and faced challenges as JCFD and JCEMS consolidated. One of the biggest changes was moving from training a mostly volunteer workforce to training a paid and on-shift workforce. We are continuing to develop a robust program with regular training occurring every shift and task evaluations being performed quarterly. The goal is to maintain training for our volunteers and also meet the needs of our shift personnel.

One of the challenges faced as part of the consolidation was the number of staff that had little to no fire experience. This was managed by having our new firefighters participate in an NFPA Firefighter I academy. With a good attitude toward what we were trying to accomplish, crews were quick to learn new skills and build from old skills. Not only does the district benefit from their existing EMS experience/skills, but there is also now an increased capability in fire response.

We are continuing the development of our crews with apparatus operator training. NFPA Driver training has largely been completed, with NFPA Pumper Operator, NFPA Mobile Water Supply Operator, and NFPA Aerial Operator to be completed this year.

To develop our shift captains, we have provided opportunities for leadership and command training. Blue Card Command, for example, provides fire departments with a training system that defines the best standard command practices for common emergency operations. Our Captains were trained and certified in Blue Card Command. We also had two staff members attend “train-the-trainer” and they were certified as trainers. We plan to continue the Blue Card training in the future with the goal of having all our staff fluent with the command system and use it regularly at hazard zone operations.

As we are never done learning, there is a lot to accomplish in the future. We hope to continue to grow and develop our department, our staff, and our services. This will be done through ongoing training, training facilities improvement/development, and maintaining a culture of growth.



Total Calls & Call Type Break Down

This year we merged two agencies, call types will look different than in previous years.

2022 Total Calls: 3,829

- **113 Fire (100 series)**
- **0 Overpressure Rupture, Explosion, Overheat, No Fire (200 series)**
- **3,219 Rescue & EMS Incidents (300 series)**
- **38 Hazardous Conditions, No Fire (400 series)**
- **122 Service Call (500 series)**
- **275 Good Intent (600 series)**
- **55 False Alarm and False Call (700 series)**
- **0 Severe Weather and Natural Disaster (800 series)**
- **7 Special Incident Type (900 series)**

Average Calls per Month - 319

Average Calls per Day - 10.5

Madras Calls - 3,369

Culver Calls - 460



Fire Prevention & Public Education

Public Education: Protects life and property through education, building, design review, fire and life safety code enforcement, fire investigations and community risk reduction programs.



This year staff participated in several public education events in 2022! Those events included school tours, CPR classes, Operation Rudolf, the first annual coat drive, fire-free events, fire extinguisher classes, juvenile fire setter classes and much more.



**Chief Blake participated in
“Real Men Wear Pink”**

Operation Rudolf

2022 Members of Jefferson County Fire & EMS

Fire Chief: Jeff Blake

Deputy Fire Chief: Kasey Skaar Deputy EMS Chief: Mike Lepin

Training Captain: Mark Johnson Fire Marshal: TJ Johannsen

Administrative Assistant: LeeAnn Patton

Billing Specialist: Tina Bolton

A Shift

Captain- Tom Jaca

Firefighter Paramedic-

Andrew Glen

Firefighter Paramedic-

Jeremy Stinson

Firefighter Paramedic-

Penny Codemo

Firefighter Paramedic-

Melody Reilley

Firefighter EMT-

Mackayla Iams

Student Intern-

Tygh Garibay

Student Intern-

Joseph Kearney

B Shift

Captain- Trevor Beebe

Firefighter Paramedic-

Jessica Haury

Firefighter Paramedic-

Jeff Codemo

Firefighter Paramedic-

Hector Gonzalez

Firefighter Paramedic-

Kayla Page

Firefighter EMT-

Lauren Melka

Student Intern-

Peter Malone

Student Intern-

Lauren Davis

C Shift

Captain- Kirk Hagman

Firefighter Paramedic-

Chase Duran

Firefighter Paramedic-

Kate Fry

Firefighter Paramedic-

Tracie Trotter

Firefighter EMT-

Skyler Horton

Firefighter EMT-

Grace Schuhmann

Student Intern-

Josiah Bailey

Student Intern-

Connor Mickibben



Student Interns



As always, our student program continues to provide experience, on the job training and tuition reimbursement for the group of student interns we house.

This year our students transitioned being assigned to crews and continuing shift work. We have two students per shift currently. In total we have six students. Tygh Garibay and Joseph Kearney are assigned to A shift, Peter Malone and Lauren Davis are assigned to B shift, and Josiah Bailey and Connor Mickibben are assigned to C shift. Working as part of a shift for our students gives them the opportunity to become quality first responders and in return, they help us to achieve our goal of best serving our community.

It has been a great year with a full crew of students! Peter Malone coordinated the first ever coat drive for the station and clothing was disbursed to the individuals in need in Jefferson County.

Tygh Garibay was a first-year student and is just shy of completing his EMS, typically that is a second-year task. They have all moved to living in the Tracie Street house or 1702 and so many more firsts throughout 2022.

The student group continues to bring a special dynamic to Jefferson County Fire & EMS. We look forward to potentially housing more students in the future.



2022 Accomplishments

Jefferson County Fire and EMS are proud to highlight a few of the accomplishments of the District for 2022. A key component in serving the Jefferson County Community is our personnel staff. In 2022 full staffing was kept at continuous 24-hour seven days a week schedule. Increasing staffing by one person per shift allows for continuous care in case of coverage as a preventative measure should there be a need for vacation, sick leave, or additional engine crew member. This preventative action allows for peace of mind and increases employee retention. The improved student program now allows for an additional three students making a total of six students. Three new part-time positions include a Fire Marshal, Firewise Coordinator, and Business Manager. These positions add depth of knowledge to the community and enrich the lives of everyone. Effective employee retention through better wages, benefits, training, and reduction in hours for interfacility transports. All personnel have completed and are certified as Fire Fighter 1 level. All Captains have been Blue Card certified with the addition of three Blue Card instructors.



Proper budget allocation led to the ability to be able to purchase new equipment for the station such as Two new Ford 450's medical units. They are expected to be in service by October- November 2023 which will be adequate timing as the current medic units have over 215k miles. A new E-one pumper will replace the current pumper that is over 22 years old. A 105 ft Pierce ariel ladder is in service for which most crews and volunteers have completed training. Converted the existing engine into a rescue pumper so on-duty personnel can respond to all calls with appropriate apparatus. Updated to more efficient technology software that was implemented for accounting and staffing.



Operational excellence was proven in the completion of the Intergovernmental Agreement (IGA) for the merger between Jefferson County Fire District #1 and Jefferson County Emergency Medical Services. A new contract was set in place with Deer Ridge Correctional facility for fire services. Employee handbooks and improved policies were updated and changed. An agreement with the

Bureau of Land Management (BLM) to lease the EMS building which provides an offset of ownership costs. All EMS ownership assets were transferred to the fire department creating a unified system.

Major improvement with internal and external partnerships within our community and partnering agencies through trust and transparency. Reduction in the duplication of resources and services offered by both agencies thus creating a more efficient system. Grant application procurement was in high volume to assist our budget expenditures. An increase in our medical service fees and the implementation of an out-of-district fee program also provided an increase in revenue. Completion of the master plan and expansion for the main station 1701 property is posted and approved. Overall response times have decreased, and resource reliability increased.

