



Kent Taylor Civic Hall  
200 NE Second Street  
McMinnville, OR 97128

**City Council Special Work Session Agenda**  
**Tuesday, June 30, 2020**  
**4:00 p.m. – Special Work Session**

***Welcome! This meeting will not be open to the public to attend at Civic Hall. The public is still encouraged to participate remotely by watching live broadcast or via Zoom.***

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*You can live broadcasts the City Council Meeting on cable channels Xfinity 11 and 331, Frontier 29 or webstream here:*

[www.mcm11.org/live](http://www.mcm11.org/live)

*You may join online via Zoom Meeting:*

<https://mcminnvilleoregon.zoom.us/j/92403719209?pwd=amxoR1FYWG05TWZzOHRNeWJnNXgydz09>

*Zoom ID: 924-0371-9209*

*Zoom Password: 474411*

*Or you can call in and listen via zoom: 1-253- 215- 8782*

*ID: 924-0371-9209*

1. CALL TO ORDER
2. DISCUSSION – Fire District Feasibility Consultant
3. ADJOURNMENT

Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the having impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the Claudia Cisneros, City Recorder (503) 435-5702.



**City of McMinnville  
Fire Department**  
175 NE 1<sup>st</sup> Street  
McMinnville, OR 97128  
(503) 435-5800  
[www.mcminnvilleoregon.gov](http://www.mcminnvilleoregon.gov)

# STAFF REPORT

**DATE:** June 18, 2020  
**TO:** Jeff Towery, City Manager  
**FROM:** Rich Leipfert, Fire Chief  
**SUBJECT:** Fire Departments Cooperative Services Feasibility Study Work Session  
**STRATEGIC PRIORITY & GOAL:**



## **CITY GOVERNMENT CAPACITY**

Strengthen the City's ability to prioritize & deliver municipal services with discipline and focus.

**OBJECTIVE/S:** Develop and foster local and regional partnerships

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### **Report in Brief:**

This is a work session for the City Council to meet with the ESCI Consultants who will provide information are soliciting stakeholder feedback.

### **Background:**

The Fire Department has been evaluating opportunities for creating partnerships that provide for improved opportunities for all parties involved to improve capacity and services. Since 2014, each budget year has included goals around cooperative partnerships and dialog with Council around creating a larger district to provide the Fire and EMS services. This goal of this work session is to provide the information necessary to the consultants, so they can complete the feasibility study, and provide information in return helping to determine how best to move forward.

### **Discussion:**

The consultant team has been collecting data from all participating agencies and preparing reports that evaluate that data to determine the best method for partnerships to develop. The consultants will conduct a financial analysis and evaluate facilities and apparatus as well as management components of each department. They will also evaluate staffing and service delivery performance and support services

Information from these stakeholder meetings will be brought into the report which will discuss general partnering strategies, the option for shared services, a fiscal analysis on those options and break down findings and recommendations of the report.

### **Recommendation:**

No recommendation needed, presentation only.



# **Yamhill & Polk Counties Fire Departments & Districts**

**Rich Buchanan**

Project Manager



**Emergency Services Consulting International**



# Report Contents

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**Section I:  
Project Initiation & Information Acquisition**

**Section II:  
Baseline Agency Evaluations**

**Section III:  
Future Opportunities for Cooperative Efforts**

**Section IV:  
Review and Final Delivery**





# Section I:

# Project Initiation & Information Acquisition



# Drop Box

## ▼ Completed Survey Tables

- W- Table 1-Organization Overview.docx
- W- Table 2-Management Components.docx
- W- Table 4-Staffing & Personnel DDFD.docx
- X- Table 4A-Staffing Salary Benefits Worksheet DDFD.xlsx
- W- Table 5-Service Delivery.docx
- W- Table 6-Training DDFD.docx
- W- Table 7-Prevention Public Education.docx
- W- Table 8-Stations Facilities.docx
- W- Table 9-A EMS (Fire Non-Transport).docx
- W- Table 10-HazMat.docx
- W- Table 11-Technical Rescue.docx
- W- Table 12-Planning for Fire & EMS.docx
- W- Table 13-Communications.docx
- W- Table 14-Critical Tasking.docx
- W- Table 15-Alarm Assignments.docx
- W- Table 16-Capital Equipment Inventory.docx
- W- Table 19-Emergency Services Capability.docx

## ▼ Incident Records



# Data Collection

## Survey Tables & Worksheets

X	Fire Department Survey Tables to Complete	Notes/Instructions
X	Table 1—Organization Overview	
X	Table 2—Management Components	

## Incident Data

X	Fire Department Incident Records	Starting Date	Ending Date
X	Data from the following period:	January 1, 2015	December 31, 2019
NFIRS Basic Incident Form Data (if not NFIRS-compliant, use data fields closest to the following)			
Data Elements Needed:		Notes/Comments	
Incident ID or alarm number			
FDID number			
Other:			

## EMS Patient Records (do not include any patient identifiers)

NEMSIS Data (if not NEMSIS-compliant, use data fields closest to the following)	
Data Elements Needed:	Notes/Comments
Incident Number or EMS Response Number (eResponse.03 or eResponse.04)	
Unit/Vehicle Number or EMS Unit Call Sign (eResponse.14 or eResponse.13)	

## Geographical Information Systems (GIS) Data

GIS data is usually available from a county or city GIS department. Specific GIS data for emergency services may also be available from the communications center's CAD system.

X	GIS Files Needed	Notes/Comments
X	Street Centerlines	
X	Address Ranges for both sides of street for each segment	





# ESCI Team

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- Sheldon Gilbert – CEO
- Rich Buchanan – Project Manager
- Rodney Mascho – Div. Chief - Marion County  
§ System Performance
- Stuart McElhaney – Director of Strategic Services- ESCI  
§ Finance / Government Accounting



## **Section II:**

# **Baseline Agency Evaluations**



# Developing Final Report

Figure 2: Yamhill Study Area EMS Service Demand (2019)

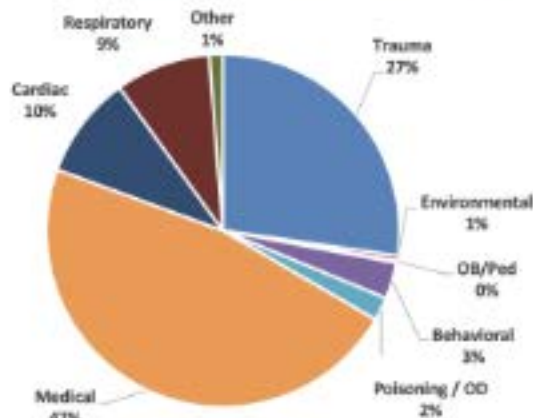
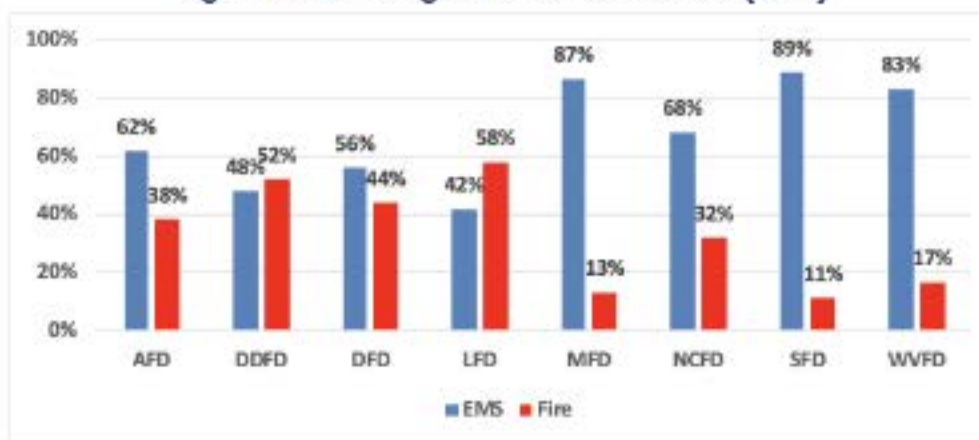


Figure 1: Percentage of Fire and EMS Calls (2019)



# Developing Final Report

Figure X: Amity Fire District Recurring vs Non-Recurring Revenue FY 15 Actual – FY 20 Adopted



# Developing Final Report

Figure 36: Collective Summary of Fire Stations in the Study Area

Fire District	No. of Stations	Staffing Capacity	Apparatus Bays	Total Square Footage
Amity Fire District	2	0	10	17,696
Dayton Fire District	3	0	11	17,200
Dundee Fire District	1	4	12	17,500
Lafayette Fire Department	1	1	2	1,700
McMinnville Fire Department <sup>A</sup>	2	15	11	26,184
New Carlton Fire District	2	7	6	9,500
Sheridan Fire District	3	8	14	18,881
Southwestern Polk	1	0	4	2,400
West Valley Fire District	2	12	11	24,825
<b>Totals:</b>	<b>17</b>	<b>47</b>	<b>81</b>	<b>135,886</b>

<sup>A</sup>Includes the residential location with a single Medic Unit.





# Developing Final Report

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# Developing Final Report

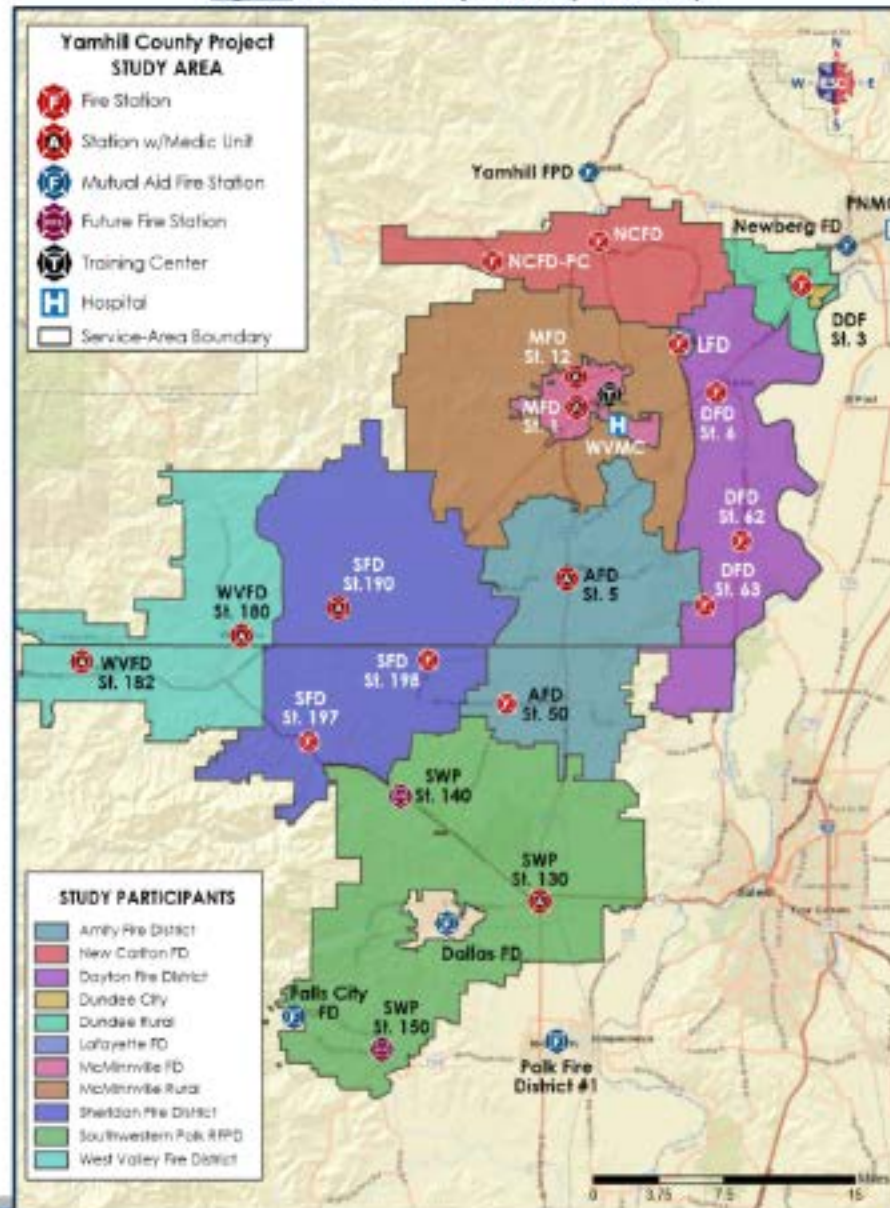
Figure 12: Overview of Station Staffing

Department	Station	EMS Staffing	Fire Staffing	Command	Min. Staffing	Special Team Staffing
AFD	5	0	4	0	Volunteer	0
	50	0	2	0	Volunteer	0
DFD	6	0	4	0	Volunteer	0
	62	0	0	0	Volunteer	0
DDF	3	0	4	0	3	0
LFD	10	0	2	0	Volunteer	0
MFD	1	4	4	1	7	0
	12	2	0	0	2	0
NCFD	Main	0	4	0	Volunteer	0
	Panther	0	0	0	Volunteer	0
SFD	Main	0	4	1	3	0
	Ballston	0	2	0	Volunteer	0
	Buell	0	2	0	Volunteer	0
SWP	130	0	2	0	2	0
WVFD	8	0	4	0	2	0
	82	0	4	0	2	0



# Mapping

Figure 1: Yamhill Project Study Area Map



# Site Visit



Emergency Services Consulting International  
Providing Expertise and Guidance that Enhances Community Safety

## Yamhill Consolidation Project Site Visit Schedule with ESCI

June 30th - July 2nd, 2020

Topic	Time	Location	Yamhill Fire Representative	Buchanan	Gilbert
<b>June 30<sup>th</sup> (Tuesday)</b>					
Work Session	16:00 – 17:30	Council	McMinnville City Council	X	X
<b>July 1<sup>st</sup> (Wednesday)</b>					
Project Kick-off	8:30 – 9:00	Station 1		X	X
Southwest, West Valley, Sheridan Fire	9:00 – 10:20	Station 1	Chief Fred Hertel, Damon Schulze, Les Thomas, Jason Crowe	X	
New Carlton Fire / Lafayette Fire	9:00 – 10:20	Station 1	Chief Terry <u>Lucich</u>		X
McMinnville, Amity Fire	10:30 -12:00	Station 1	Chief Rich <u>Leipfert</u> , Div. Chief Scott Law	X	
Dundee Fire	10:30 – 12:00	Station 1	Ops Chief Amy <u>Hanifan</u>		X
Lunch	12:00-13:30			X	X
Dayton Fire	13:00-14:20	Station 1	Chief Brett Putnam	X	
Focused Facility and Apparatus Review	13:00 – 15:00	Central	Carlton, Lafayette, Dayton, Amity, McMinnville		X
Group Session (All departments)	15:00 – 16:30	Station 1	Rich <u>Leipfert</u> , Amy <u>Hanifan</u> , Scott Law, Debbie McDermott, Fred Hertel, Damon Schulze, Les Thomas, Terry <u>Lucich</u> , Brett <u>Puttman</u> , Jason Crowe	X	X



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**Section III:**

**Future Opportunities for  
Cooperative Efforts**





# Options

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- **Maintain Status Quo**
- **Phase I: Establishment and Expansion of Existing Intergovernmental Agreements**
  - § As an expanded form of cooperative efforts, existing IGA concepts could be expanded. Two or more agencies in the study area could implement the same, or similar, approaches used in the other agencies currently.
- **Phase II: Operational unification through the establishment of a contract for services Regional Fire Authority**
  - § The operational unification strategy takes the next step in the continuum of increased collaboration.
- **Phase III: Legal Integration**
  - § Oregon Law provides for the complete integration of agencies as described previously. All three forms of integration (merger, consolidation, or annexation) require an affirmative vote of the electorate of the affected jurisdictions.



# Presentation



**Yamhill & Polk Counties  
Fire Departments & Districts**  
McMinnville, Oregon

August 2020

## Fire District & Departments **Consolidation Feasibility Study**

An Evaluation of the Potential for Consolidation



**Emergency Services  
Consulting International**

Providing Expertise & Guidance that Enhances Community Safety



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# QUESTIONS?



# Work Session Talking Points

## Critical Issues:

**Figure 2: Critical Issues Identified by the Fire Chiefs (Part 1)**

No.	AFD	DFD	DDF	LFD
1	Funding	Station 63	After Hour Officers	Staffing
2	Facility Plan	Staffing	Maintenance Officer	Fire Inspections
3	Capital Plan	Funding	Training Officer	Funding
4	Retention	Retention	EMS Officer	Retention

**Figure 3: Critical Issues Identified by the Fire Chiefs (Part 2)**

No.	MFD	NCFD	SFD	SWP	WVFD
1	Performance Standards	Funding	Funding	Financial	Financial
2	High turnover	Staffing	Retention	Retention	Retention
3	Capital Plan	n/a	Leadership	Leadership	Leadership
4	Funding	n/a	Training	Training	Training



# Work Session Talking Points

Opportunities for  
Improvement:

Figure 18: Respondent Opinions on a Potential Consolidation

Respondent Opinion	Responses (151)	Percent Total <sup>1</sup>
<b>FAVOR (depending on configuration)<sup>2</sup></b>	<b>118</b>	<b>78%</b>
AGAINST (regardless of configuration) <sup>2</sup>	12	8%
No opinion	9	6%
Other (comments only)	9	6%





# Work Session Talking Points

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## Opportunities for Improvement:

**Question #7:** *"Please list any suggestions you have on how fire protection, EMS, other emergency services, and other services can be improved throughout Yamhill and Polk Counties, as well as any other comments you think would be valid as related to this study."*

Responses to the preceding two questions tended to mirror each other. The following represents the most common issues:

- Insufficient staffing of career and volunteer personnel
- Poor response-time performance
- Inadequate operations, deployment, and station locations
- Lack of necessary funding
- Insufficient training



# Work Session Talking Points

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