

# FIRE DEPARTMENT

McMinnville  
Fire Dept.

H&W

# RECENT FIRE HISTORY

- 1996 Cost of Service Study Fire/Ambulance
- 2005 Strategic Plan Adopted by City Council
- 2008 Long Range Fire Station Analysis Completed
- 2009 City Council Adopts FD Response Time Standards
- 2009 Department realigns staff to meet Fire Response Time Standards
- 2014 Department eliminates Assistant Chief of Operations to provide funds to improve responders safety
- 2016-2018 Four staff are added to reduce work stress on employees



# COST OF SERVICE STUDY

- Identified the budgetary spilt between Ambulance and Fire
- Current Budget allocates personnel costs according to this study
- Study Identified work load when there was 1 FTE per shift and all other positions were filled by volunteers.

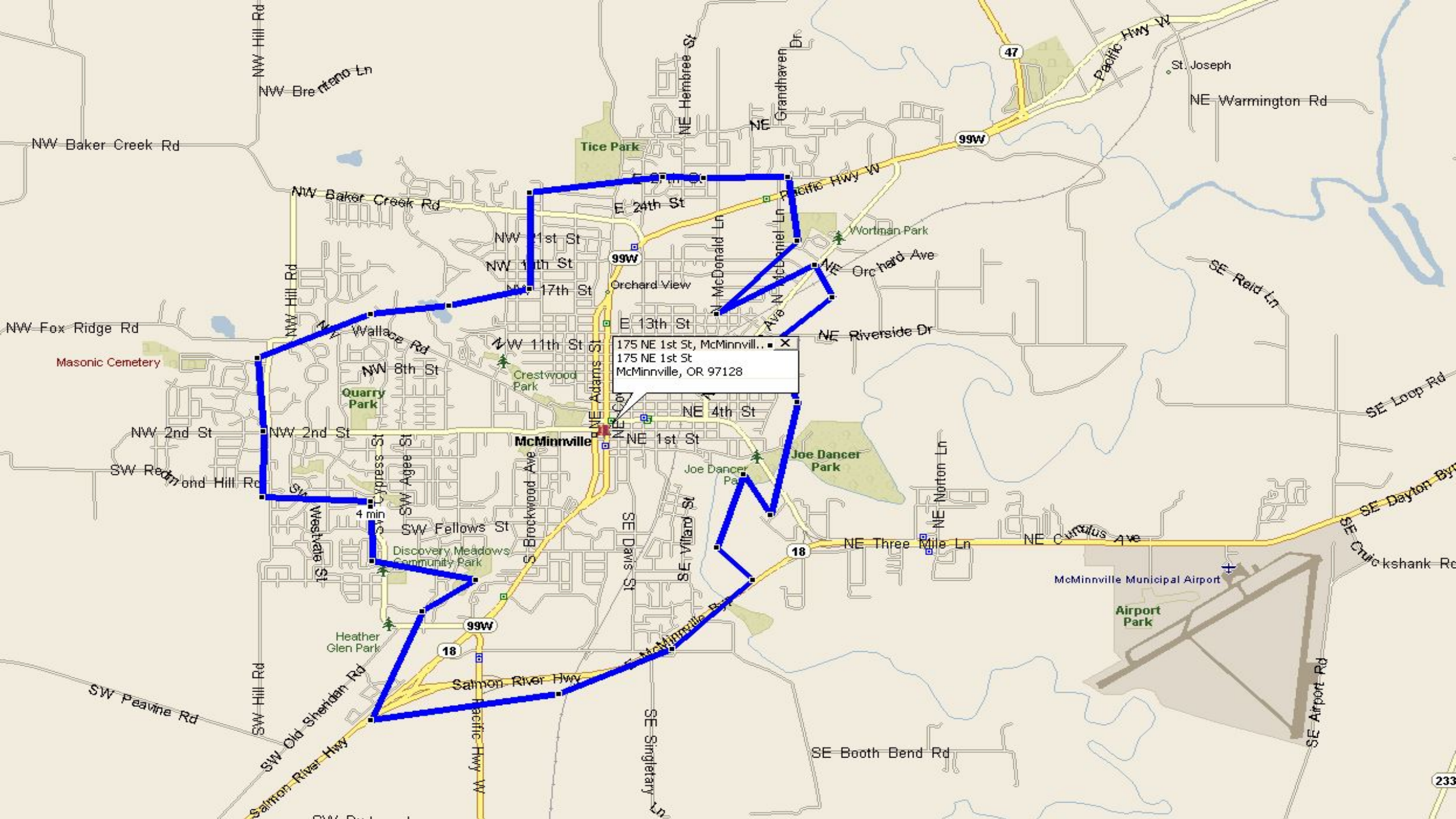
# FD STRATEGIC PLAN

- Issue Statements/Goals
  - Increase access to funding
  - Facilities need to meet changing needs of the community
  - Staffing not adequate for workload requirements
  - Daytime volunteer response needs improvement
  - Turnover is perceived as a detriment to organizational stability
- Complete a Community Risk Assessment
- Develop and adopt Deployment Standards

# LONG RANGE FIRE STATION ANALYSIS

- Cross staffing an engine reduces Fire response time
- No Response time standard adopted
- Volunteer engine response overtaxed with call volume increases
- Two additional stations needed to plan for.
  - North East City
  - Airport
- Not enough staffing to address concurrent calls





175 NE 1st St, McMinnville, OR 97128



# STANDARDS OF RESPONSE

Risk Assessment and Response Time  
Standards

Community and Council Panel  
Council Adopts Response Standards

# FIRE RESPONSE STANDARDS

## 1<sup>ST</sup> ARRIVING ENGINE

	RESPONSE TIME GOAL 90%	Current
Urban	6 minutes	49%
Suburban	7 minutes	52%
Rural	15 minutes	65%
Frontier	30 minutes	92%



# FIRST ALARM STANDARD WITHIN 12 MINUTES

Response Unit	Personnel at Minimum Apparatus Staffing
1 Chief Officer or Duty Officer	1
2 Type 1 Engine Companies	8
1 Truck Company	4
1 Squad	4
1 Medic Unit	2
6 Total	19 Total

# EMS RESPONSE TIME STANDARDS

ZONE	STANDARD 90%	2018 ASA
Urban	6 minutes	91%
Suburban	8 minutes	
Rural	15 minutes	89%
Rural Incorporated	15 Minutes	98%
Frontier	120 minutes	

# STANDARDS OF RESPONSE IMPACTS

- Volunteer Staffing of Engine 14:36 average
- Swing staffing prior to staffing changes 9:52 average
- Dedicated Paid engine staffing 5:45 average

# AMBULANCE HISTORY

- 1983 First 3 paid staff added to staff ambulance
- 2002 New Medicare Fees Schedule reduces revenues
- 2004 First Property Tax Transfer to Ambulance Fund
- 2004 Yamhill County ASA 1 awarded to McMinnville FD
- 2009 Self Assessment Process identifies ambulance service options
- 2011 City Council adopts new EMS model
- 2012 Baker Creek Substation Staffed
- 2013/14 ^ PT + Positions converted to FT to staff 3<sup>rd</sup> 24 hour Ambulance
- 2014 ACA adds 9000 Medicaid recipients in Yamhill County

# EMS CHALLENGE PRESENTATION 2009

- Rapid response is critical for successful outcomes at serious medical emergencies
- Rising call volume to same resources results in more frequent delays in response time
  - ...And degrades other fire service readiness — training, safety, maintenance, & all hazard
- "Fee for service" model fails to cover costs due to reimbursement limits (medicare/medicaid)
  - ...Which increases need for City funds.
- FY 10/11 Ambulance Budget includes \$500,000 in General Fund Support



# EMS CHALLENGES PRESENTATION

## 2009 CONT'D

- Delayed responses over 500 times due to unavailable ambulances
- 65 Chest Pain/Breathing Difficulty/Stroke calls took over 7 minutes
  - Longest 31 minutes
- Requesting Mutual Aid 602 times per year
  - Offering Mutual Aid 200 Times per year
- Financial challenge to meet County response time targets...

# EMS CHALLENGES PRESENTATION

## 2009 CONT'D

<b>Zone County Standard</b>	<b>County Target Frequency</b>	<b>MFD Frequency</b>
Urban, 6 minutes	90%	78%
Suburban, 8 minutes	90%	77%
Rural, 15 minutes	90%	63%
Rural Incorporated, 15 minutes	90%	89%
Frontier, 120 minutes	90%	100%

# 3 PATHS TO ENHANCED EMS SERVICE DELIVERY

## 1. *Staff Only:*

- *All EMS Services by McMinnville Fire Department Staff*

## 2. *Some Staff, Some Contract:*

- *MFD Staff: 9-1-1 Advanced Life Support*
- *Contract Ambulance Services: Basic Life Support calls & all Transfers*

## 3. *Contract Most*

- *EMS Services primarily provided by Contract Ambulance Services with MFD oversight.*

# COMMON TO ALL OPTIONS...

## Common Advantages

- Reduces the number of times calls delayed Covers increasing call volume for next several years
- Covers calls currently being given to other agencies
- Improved Internal Quality Control/Training
- Improve Fire Fighter safety issues
- Levy funding (at different levels) required for each
- No model addresses fire response or satellite stations.

FEATURE	1. STAFF ONLY	2. SOME STAFF/CONTRACT	3. CONTRACT MOST	4. GIVE UP FRANCHISE
RESPONDERS ARE...	ALL MFD STAFF	SOME MFD STAFF, SOME PRIVATE	MOSTLY PRIVATE AMBULANCE	ALL PRIVATE
MFD AMBULANCES	3 24-HR, 1 12-HR PEAK	2 24-HR ADVANCE LIFE SUPPORT	1 24-HR ADVANCE LIFE SUPPORT	0
CONTRACT AMBULANCES	NONE	1 24-HR BASIC LIFE SUPPORT 1 12-HR PEAK	UNITS DETERMINED BY CALL TIMES, SYSTEM STATUS	UNITS DETERMINED BY CALL TIMES, SYSTEM STATUS
MFD FT STAFFING	31	25	20	9
MFD PT+ STAFF	6	0	0	0
FLEXIBLE GEO STANDBY	NONE	SOME	MOST	MOST
IMPACT ON FIRE SERVICE	NO CHANGE	NO CHANGE	IMPROVES SLIGHTLY	DEGRADES SIGNIFICANTLY
ADDED PUBLIC COST ABOVE THE FY 10/11 BUDGET	\$675,000	\$831,000	\$539,000	\$0
LONG TERM PUBLIC FUNDS COSTS	HIGHEST	MIDDLE	LOWER	LOWEST



# ASA ORDINANCE

- **Ordinance 751 Section 13,f.**
- The current providers in all Yamhill County ASA areas are divisions of either a municipal fire department or a rural fire protection district. Revenues generated by these divisions from the provision of ambulance services support the ability of the municipalities and districts to provide fire suppression services. Therefore, a change in ambulance providers within the four ASAs would cause considerable financial hardship and impact the ability of the municipalities and districts to provide fire suppression services.

# DECISION TO KEEP EMS AND EXPAND SERVICES

- Large outcry from citizens and partners
- Council Decides to keep Service
- Rented Station 12
- Added EMS Chief
- Converted 6 Part Time employees to Full Time to Staff 24 Hr Ambulance

# IMPROVEMENTS SINCE 2012

- 2016/17 Three staff added to reduce mandatory overtime
- Amity Contract adds Day Car M-F
- Battalion Chief Restructuring
- 2018/19
  - Add 1- 24 hour FF to cover vacancies
  - Add 1 Admin FTE to reduce afterhours work by Operations Staff



# BUDGETING

- Fire Only Budget Discussion

# REVENUES

- The Ambulance revenues cover approximately 52% of the FD Operating Costs
  - Similar departments are well under 50%
- General Fund
- Ambulance
  - Revenue percentage compared to other Fire Based EMS
  - In City
  - Out of City \$550,000 Collected on 1038 Calls with 741 Transports
    - Out of City Revenues pay almost pay for 1/ 24 hour ambulance
    - Each ambulance averages 2250 calls



# FIRE ONLY BUDGET

- Costs increase due to loss of ambulance revenue
- General Fund allocation with ambulance \$3,895,126
- General Fund Allocation without ambulance \$5,013,352
- Increase of \$1,118,26 required to operate the Fire Department

# STAFFING

• 24 Hour Staff	
• DC-1	Battalion Chief 1
• Engine 1	Lt/AO/(2FF)
• M-1	2 FF
• M10	2 FF
• M12	2 FF
Total / Shift	11

Time off 2 persons without Overtime coverage.

72 shifts last year that we were not at minimum staffing



# CHALLENGES

- Retention
- Call Volume Increasing
- Mandatory Overtime
- Staffing
  - Paid
  - Volunteer
- Lack of additional Stations
- Fire Response Times Not Met
- Fire Critical Staffing Not Met

# CHALLENGES/ RETENTION

2015 Dec			****	
2015 Oct			TVF&R	
2015 Sept			Clackamas	
2016 July	6 months		Lake O	
2016 March			Family Business	
2016 July	6 months		Lake O	
2017 June			*****	
2017 Aug			Hillsboro	
2017 Nov			Prineville	
2017 Aug			North Lincoln	
2018 Jan			Clackamas	
2018 Jan			Sandy	
2018 Apr			*****	
2018 June			Hillsboro	
2018 July			Resigned	
2018 September			Salem	
2018 September			*****	

# COST PER NEW EMPLOYEE

Cost for New Employee					
Item	Number		Cost Ea		Total
Turn Outs	1		\$3,000		\$3,000
Uniforms	1		\$1,000		\$1,000
Medical	1		\$700		\$700
Background	1		\$500		\$500
Psych	1		\$700		\$700
Training Time	120 Hrs		\$38		\$4,592
OT Shift					
Coverage	45 shifts		\$1,399		\$62,955
Vacation Payout	Average				\$4,196
Total Costs					\$77,643



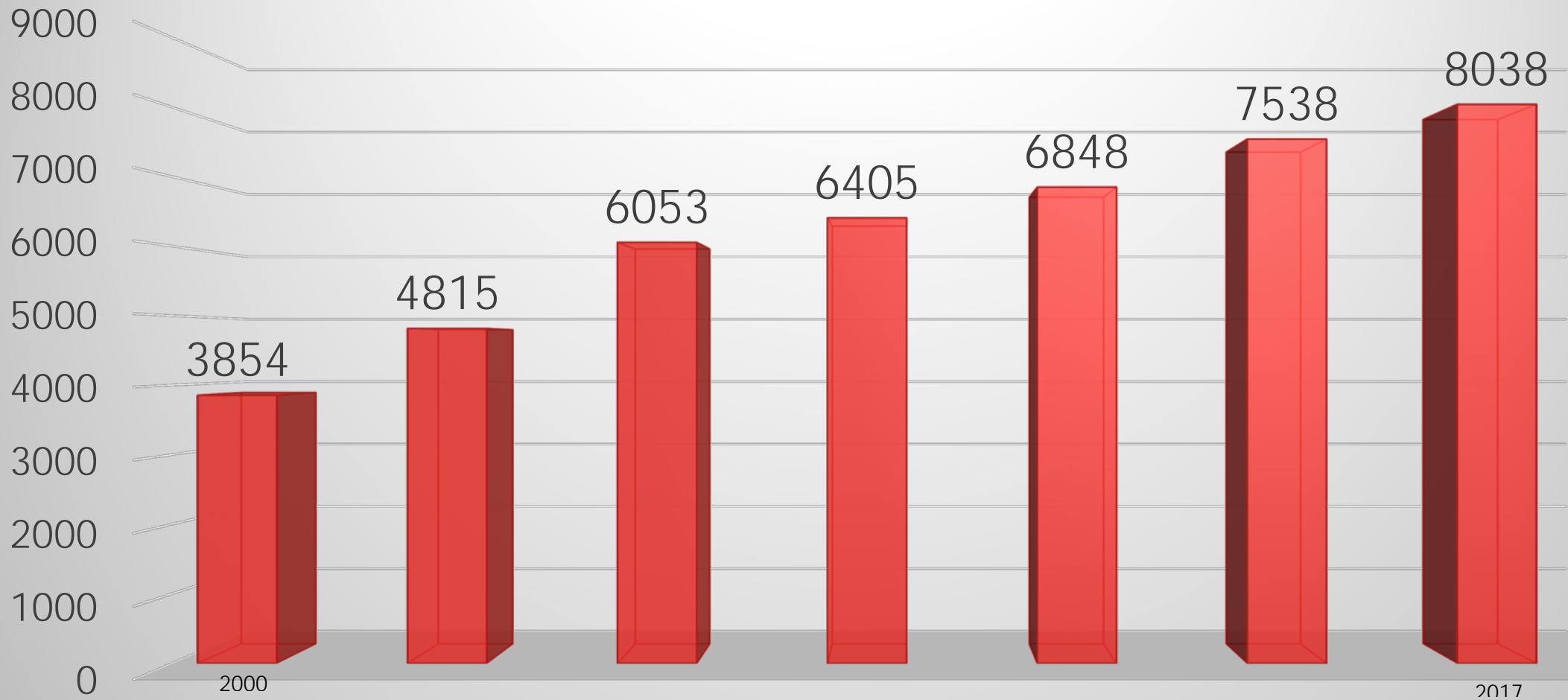


# COST FOR NEW EMPLOYEES

- Total Cost for 16 Vacancies
- \$1,242,288

# CALL VOLUME

Call Increases from 2000 to Present



# FIREFIGHTER TIME OFF USE

Year	Sick	FMLA	Workers Comp	Vac/ Holiday	Total	# Empl	Avg Vac /Emp
2017	78	67	71	413	629	33	12.52
2016	72	119	23	427	641	30	14.23
2015	31	91		399	521	30	13.30
2014	34	112		334	480	30	11.13
2013	51	89		363	503	30	12.10

# OVERTIME SHIFT COVERAGE

Year	Total OT	On Conflag	Reg Shift Covg	Conflag Covg	Total	Emp	Avg /Per Emp
2017	369	75	267	27	294	33	8.9
2016	405	4	401		401	30	13.3
2015	428	22	393	13	406	30	13.4
2014	346	4	341	1	342	30	11.4
2013	35	4	353	2	355	30	11.8

# HOW DO WE COMPARE

- Number of Calls per Year

Department	# of Calls/year
Albany Fire	8476
Canby Fire	2220
Keizer Fire	4685
Lebanon Fire	6133
Columbia River Fire & Rescue	5008
Corvallis	7499
McMinnville Fire	8038

## Number of Firefighters

Department	# of FF
Albany Fire	66
Canby Fire	22
Keizer Fire	30
Lebanon Fire	32
Columbia River Fire & Rescue	36
Corvallis	57
McMinnville Fire	33

# PARTNERSHIP OPTIONS

- Speer Hoyt Contracted Options for Partnerships
- IGA's that Phase In Service
  - Administration/Training/Maintenance/Operations
- Functional Consolidation
  - Parent Govt. Remain Intact
  - New Board Supervises FD
- Create New District
  - Establishes New Permeant Tax Rate
  - Establishes New Governing Board
  - Current Tax rates of sustainable districts around \$2 per thousand
- Funding to Bridge the gap to successful district



# OPTIONS FOR FUTURE

- Partnerships
  - Newberg/Sheridan
    - Preliminary Attempts
  - Amity/Lafayette
    - Training/ Operations/ Administration/Capital
  - Dundee/Dayton/Carlton
    - Training/Administration/Operations
  - Fund consultant to assist in developing consolidation Road Map

Support from existing Chiefs and Political Bodies to move to a sustainable partnership.



QUESTIONS