

# Acknowledgement of Receipt of Bid Package for

RFP[2019-12] – [Pre-Hospital Care Emergency Medical Ambulance Services for the Baker ASA

Date: 10-3-19 Time: 11:42 a.m.

Delivered to: Baker County - Heidi Martin

Signature: Heidi Martin

**Five (5) Hard Copies (1 Original)**

**One (1) Electronic Copy (USB Drive) – in sealed package  
with original copy.**



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

#### **A. Vendor Personnel, Equipment, and Service Requirements**

##### **1. Minimum Required Training and Experience of Vendor Personnel:**

The Baker City Fire Department (BCFD) is fully staffed with 16 career and 8 part-time personnel. All career personnel are required to maintain a minimum EMS certification of Paramedic or Emergency Medical Technician – Intermediate (EMT-I). Nine (9) career personnel (3 per shift) are required to be Paramedic certified. Part-time personnel are required to obtain certification to a minimum certification level of EMT-B. Currently, all fulltime personnel have a minimum of five years of experience and part-time personnel have a minimum of two years of experience.

In addition to the experience our personnel bring in providing emergency medical services in Baker County, they all live in the community and are very familiar with streets, road and the numerous rural trails, recreational sites and forest service roads. BCFD personnel are not just employees, they are vested community members. Our personnel coach various sports teams, donate time and medical expertise to various community and non-profit events, and work on a daily basis (both on-duty and off-duty) to maintain the quality of life our residents and visitors expect and deserve.

New fire department personnel that are assigned to EMS roles in the Baker ASA are placed on a probationary period of one year and assigned to a field training officer (FTO). A FTO is a senior member of the department who provides mentorship and on the job training to new personnel. As part of this professional development, new personnel receive performance evaluations for each shift worked to highlight strengths and create plans for improvement.

New personnel are assigned to an ambulance as a third person for a period of 30-60 days. Prior to being assigned to an ambulance as the second crew member, new personnel are also required to pass an evaluation to validate core competencies.

Supervision of EMS personnel for the BCFD, serving the Baker ASA, is accomplished through the Fire Department's paramilitary structure. The EMS personnel receive line supervision from Lieutenants and Battalion Chiefs, and on larger incidents (or as needed) from the Fire Chief. The minimum supervisory staffing is one officer 24/7, with a Chief Officer either on-duty or on-call 24/7.



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

#### **2. Ambulance Staffing:**

The BCFD staffs two primary ambulances for emergency response. Each ambulance that provides either emergency or non-emergency transfers, with a minimum of one paramedic and one EMT-I on each ambulance. Daily staffing is six personnel – three paramedics, two EMT-Is and one Chief Officer. Full-time, call-back and part-time staff is utilized to maintain the daily staffing. The department also maintains one reserve ambulance that is fully equipped and which is staffed (as needed) by off-duty and call-in part-time personnel. The department has maintained the minimum staffing level consistently.

The BCFD owns and operates the following ambulance fleet:

- Medic 24 (2012 Type-I, Ford F-450/Road Rescue)
- Medic 24-2 (2012 Type-I, Ford F-450/Road Rescue)
- Medic 24-3 (2006 Type-I, Ford F-450/Road Rescue)
- Medic 24-4 (2005 Type-I, Ford F-450/Road Rescue)

All ambulances are Type I trucks on a heavy-duty 4-wheel drive chassis with custom patient compartment modules.

Additionally, the BCFD owns and operates the following emergency medical response units equipped with EMR equipment and AEDs:

- Engine 24 (2001 Freightliner)
- Rescue 24 (2003 International)
- Battalion 24 (2006 Ford F-350)
- Chief 24 (2012 Ford Expedition)

All ambulances and EMS response apparatus is maintained in the City's department of Public Works by a staff of certified mechanics.

The above apparatus will be utilized in servicing the Baker ASA and significantly exceeds the minimum standard required by the RFP.



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

#### **3. Technology and Communication Equipment:**

The BCFD will utilize the following, current technology and communication equipment to service the Baker ASA:

##### **Mobile Radios (21):**

Kenwood TK-7160HG – 5

Kenwood TK-760HG – 10

Kenwood TK-790 – 3

Kenwood TK-7150 – 2

Kenwood TK-7360 – 1

##### **Portable Radios (34):**

Kenwood TK-2312 – 18

Kenwood TK-260G – 5

Kenwood TK-270G – 10

Kenwood EFJ-Viking – 1

Cellular Phones (one in each ambulance and EMR apparatus):

Motorola – Verizon Service: 7

All radio communication equipment is compatible and integrated with the Baker County Consolidated Dispatch/911 Center.

#### **4. Mutual Aid and Regional Support:**

The BCFD has a state approved Mass Casualty Incident (MCI) policy and Standard Operating Guideline (SOG) in place, which include the Baker ASA. Additionally, BCFD participates in MCI support for all other ASAs in Baker, Grant, Malheur, and Union Counties.

The BCFD has strong ties with regional and state-wide public safety organizations and is a regular participant in inter-agency response and system improvement initiatives. Personnel from BCFD serve on State EMS Committees, District 13 Fire Training, the Governor's Fire Service Policy Committee, the Baker ASA medical peer review group, and group purchasing in Baker County. The BCFD has EMS mutual aid agreements with all ambulance service agencies in Baker County, Malheur, Grant and Union Counties, as well as Fire mutual aid agreements with all Baker County Fire Departments, North Powder Fire, LaGrande Fire and Ontario Fire.



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

BCFD also operates in cooperation with Life Flight Network to provide and facilitate air ambulance transport from emergency scenes, the hospital and Baker City airport by helicopter and fixed-wing aircraft.

BCFD provides monthly continuing education credit classes for all levels of EMS providers from EMR to Paramedic. BCFD also hosts (in cooperation with BMCC) and assists in the instruction of EMT, EMT-Advanced, and EMT-Intermediate certification courses for public and private EMS agencies and personnel wishing to take classes. In addition to supporting classroom training opportunities, the BCFD also provides an ambulance ride-along program for Quick Response Unit (QRU) agencies in Baker County.

5. Plan to Meet Response Time Requirement:

The Baker City Fire Department currently provides a significantly faster response time than the response time requirements identified in this RFP. If awarded the contract BCFD would continue to optimize response times ensuring minimum response times (identified in the RFP) are not only met but exceeded. Response times are reviewed on a monthly basis and individual responses are reviewed as part of routine quality control reviews and incident investigations.

BCFD will maintain personnel (staffing) and ambulances in accordance with this RFP to ensure applicable response times are met. BCFD will continue to monitor response times and make staffing/coverage adjustments as necessary if incident response times fall below RFP requirements. In all cases, BCFD will be proactive in identifying operational means and methods to provide continual improvement in response time strategies.

6. Garaging of Vehicles:

All ambulances will be garaged in the Baker City Fire Station located at 1616 2<sup>nd</sup> Street. This facility provides heated apparatus bays connected to living quarters equipped with climate controls, offices, bathrooms (male and female), kitchen, day room, fitness room and training room, as well as adequate storage and medical decontamination facilities.

**B. Support for the County and Community:**

1. Emergency Management:

The BCFD is integrally built into the Baker County's Incident Command System and will continue to operate in that capacity. BCFD operates within the County's infrastructure to provide event and response coverage including, but not limited to:



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

law enforcement incidents (including providing SWAT Paramedics and command post staff support) Search & Rescue, severe weather, community and sporting events.

BCFD is currently developing and training to establish a robust joint Rescue Task Force (RTF) team with Baker County law enforcement agencies for active violence responses, such as active shooter incidents.

#### **2. Community Support:**

The BCFD currently provides, *and if awarded the contract, would continue to provide*, American Heart Association CPR, AED and First Aid training for community members and businesses at cost (participants pay for certification materials only). BCFD also provides injury and fire prevention safety programs at no cost to residents and visitors.

In addition to CPR, AED and First Aid Training, BCFD offers EMS continuing education classes, fire training classes and related emergency services training at no cost to rural fire departments, QRUs and volunteer first response agencies on a monthly basis as well as ride-along opportunities for experience. BCFD also offers free training and ride-along opportunities to business and industry in Baker County that have on-site Emergency Medical Response teams.

#### **3. Special Events Services:**

The BCFD currently provides, *and if awarded the contract, would continue to provide*, ambulance coverage, with a *minimum* staffing of 1 Paramedic and 1 EMT for events at the Baker County fairgrounds (i.e. fair, rodeo, demolition derby, Tribute Festival, etc.), Hell's Canyon Motorcycle Rally, Baker County Cycle Classic, Miner's Jubilee, Shriner's Football, Baker Schools sporting events, parades and other community events and activities.

BCFD also supports the youth in our community through the school fire cadet program, participation in Downtown Trick or Treating, birthday parties hosted at the fire station and other youth events.



## **Baker City Fire Department – RFP Responses**

### **Section 3.2 Proposal Requirements**

#### **C. Rates:**

The ambulance rate schedule is attached to this proposal as “Exhibit A”. The current rate schedule differs for Baker City residents and non-residents. With the implementation of an ASA agreement pursuant to this RFP (with City Council approval) all ambulance services would be billed at the current Baker City resident rate.

Baker City accepts assignment from Centers for Medicare and Medicaid Services (CMS) and accepts commercial insurance (i.e. Blue Cross/Blue Shield). BCFD participates in the FireMed program and reciprocates with other agencies that participate in the program.

Patient balances (i.e. deductibles, co-pays, etc.) are subject to the City’s credit collection policy which consists of a minimum of six months of in-house billing by the City Finance Department. Accounts that are more than six months delinquent are referred to a consumer collection agency for collection on a case-by-case basis.

#### **D. Reimbursement of System Services:**

Baker City currently contributes approximately \$400,000 annually to Baker County to support the Baker County Consolidated Dispatch Center (staffing and infrastructure). This reimbursement includes a proportional amount for call-taking and dispatching services for emergency medical services and ambulances. Baker City would continue this financial support within the terms of the ASA agreement, as approved by the Baker City Budget Board and adopted by City Council.

#### **E. Fee for Service:**

The Baker City Fire Department will provide transport-ALS service, as specified in the RFP, for the City of Baker and Baker County at the following costs:

City of Baker City - \$0 (zero dollars)

Baker County ASA (excluding the City of Baker City) - \$253,368 (Two Hundred Fifty- Three Thousand Three Hundred Sixty-Eight Dollars)

The above cost would be for the first year of service to Baker City and Baker County. Due to the length of the proposed contract, and given potential changes in statutes related to EMS, demographics and other extenuating circumstances, if awarded the bid, BCFD would negotiate a cost of living adjustment for the remaining nine years of the contract.



**Baker City Fire Department – RFP Responses**  
**Section 3.2 Proposal Requirements**  
**Exhibit A – Ambulance Rates**

<b>Ambulance Rates:</b>		
Baker City resident rate - Basic Life Support (BLS) transport	Ord. 3297	\$1,079.00
Baker City resident rate - Advanced Life Support (ALS) transport	Ord. 3297	\$1,550.00
Non-resident rate - Basic Life Support (BLS) transport	Ord. 3297	\$2,144.00
Non-resident rate - Advanced Life Support (ALS) transport	Ord. 3297	\$2,550.00
Mileage charge	Ord. 3297	\$22.00 per mile
Extrication charge	Ord. 3297	\$300.00
Waiting time charge	Ord. 3297	\$100.00 + actual costs
IV	Ord. 3297	\$125.00
Oxygen	Ord. 3297	\$35.00 per hour
Medication - 4 or less	Ord. 3297	\$50.00 per each medication
Medication - 5 or more	Ord. 3297	\$75.00 per each medication over 4
Disposable supplies - BLS	Ord. 3297	\$100.00
Disposable supplies - ALS	Ord. 3297	\$150.00
Lift assistance (commercial only)	Ord. 3297	\$100.00
Extra attendant (EMT) if medically necessary during transport	Ord. 3297	\$150.00



**PART 2: VENDOR PROFILE**

**1. General Firm Information**

Firm Name: City of Baker City

Mailing Address: PO Box 650, Baker City, OR 97814

Physical Address: 1655 1st Street

Names, Titles and Phone Numbers of two principal contact persons:

<u>Fred Warner, Jr.</u>	<u>City Manager</u>	<u>541-524-2040</u>
<u>Chief John Clark</u>	<u>Fire Chief</u>	<u>517-803-0123</u>
Name	Title	Phone

Submittal is for: N/A - Municipal Government

- Parent Company
- Subsidiary
- Division
- Branch Office

List any Division or Branch Offices that participated materially in the development of the submission and would participate materially in the conduct of any services provided.

Name of Office: N/A

Address: \_\_\_\_\_

Name and Address of Parent Company (if applicable)

Name: N/A

Address: \_\_\_\_\_

Former Name(s) of Firm (if applicable)

Name: N/A

Address: \_\_\_\_\_

2. Date Prepared: October 1, 2019

3. Type of Firm:

- Corporation
- Partnership
- Sole Proprietorship
- Joint Venture
- Municipal Government



4. Federal Employer Identification Number: 93-6002121

5. Year Firm Established: 1874

6. Five-year summary of contract values for similar related services:

2013: \$ 0

The City of Baker City does not have contracts for similar related services with any significant value. The City has been providing EMS service for the Baker ASA without a contract for at least the past 40 years.

2014: \$ 0

2015: \$ 0

2017: \$ 0

2018: \$ 0

Estimate of total value for all similar-related contracts that are currently in force:  
\$ 0 (total value) as of 9/30/2019 (date).

7. Corporate Background:

a. **Years Under Present Name.** How many years has your firm been in business under its present business name? 66 Years See 7.b.

b. **Former Names.** Indicate all other names by which your organization has been known and the length of time known by each name.

NAME: City of Baker (1911 to 1989) YEARS: 79

NAME: City of Baker City (1874 to 1910 & 1990 to Present) YEARS: 66

c. **Years in Business.** How many years has your firm been providing similar services as defined in the RFP? 100+ years.

d. **Number of Contracts.** Indicate the number of contracts implemented by your firm. (NOTE: If this response is submitted by a branch office or division of a parent company, indicate the number of projects that have been managed directly by the specific branch or division.) Two insignificant contracts - one with St. Lukes and one with LifeFlight.

e. **State Qualification.** Identify all states in which your firm is legally qualified to do business Oregon

f. **Lawsuit Involvement.** Provide information on any lawsuit involvement.

None



**National Labor Relations Board or Similar Involvement.** Has your firm been involved in any lawsuits, administrative proceedings or hearings involving the National Labor Relations Board, the Occupational Safety and Health Administration or other state or federal agencies during the past five (5) years? \_\_\_ Yes X No.

If yes, please identify the nature of the claim and the ultimate resolution of the proceeding. N/A

**8. Financial Information**

- a. **Financial Statement.** Attach audited financial statements (including total revenue, net income and total assets) for each of the last three (3) years. If audited financial data is unavailable, explain in full the reason, and provide the latest non-audited financial information to include balance sheet, income statement, as well as statements of cash flows and change in financial position. Include information to attest to the accuracy of the information provided.
- b. **Statement of Financial Conditions.** Attach the most recent annual Statements of Financial Conditions, including balance sheet, income statement and statement of cash flow, dated within the past twelve (12) months. The unadjusted trial balance for the City of Baker City includes both a balance sheet and income statement. The information provided is on a budgetary basis and a statement of cash flow would not be relevant.
- c. **Accounting Firm Information.** If these financial documents (8.a. and 8.b.) were not produced in-house, indicate the name, address and phone number of the firm(s) that prepared these financial documents. 8.a. - was prepared by the City of Baker City with the exception of the auditor's reports which were prepared by Guyer & Associates, 2790 Main Street, Baker City, OR 541-523-4471

9. **Attachments.** List all attachments created to address additional information. List by number and heading in this Vendor Profile. If a computer-generated form is used, detailed descriptions can be included in the appropriate section rather than prepared as an attachment.

Item #	Heading Name
Attachment for # <u>8.a.</u>	<u>Annual Financial Report for the Fiscal Year Ended June 30, 2016</u>
Attachment for # <u>8.a.</u>	<u>Annual Financial Report for the Fiscal Year Ended June 30, 2017</u>
Attachment for # <u>8.a.</u>	<u>Annual Financial Report for the Fiscal Year Ended June 30, 2018</u>
Attachment for # <u>8.b.</u>	<u>Unadjusted Trial Balance for the Fiscal Year Ended June 30, 2019</u>



### **Additional Information on ASA and County RFP**

To better frame our discussion tonight, I have attempted to give the Council my thoughts on how this process may play out. Assumptions that I have made as we have worked through the RFP.

- 1) The County pays the City an average of \$33,000 per year for the SAFER Grant. (\$99,000 total)
- 2) It is the best interest of the citizens of Baker City for the City to continue to have a combined Fire/EMS Department.
- 3) Having additional personnel on shift helps both Fire and EMS as well as helps provide service that can be counted on in an emergency.
- 4) County residents have gotten a sweet deal over the last 50 years. With the increase in high deductible insurance plans, residents that have Fire Med do not pay for service until their deductible is met and their insurance will not pay because they have not met their deductible.

With these assumptions, my analysis is that it should be the City's goal to get as much money as possible from the County to support the EMS program that we have in place. At the present time, City taxpayers pay nearly \$1.2 million dollars to support Fire/EMS in the City. Regardless of who is awarded the EMS service contract, the County does not have any dollars (other than general fund dollars) to hire a firm to provide service.

We believe that at the end of this process, they will attempt to go to the voters of either the County or a combination of City/County voters for some type of measure to collect money to pay for the EMS contract. Since the citizens of Baker City are already paying for Fire/EMS service through their property taxes, we believe that it will be difficult for them to make the case to City voters to increase their taxes to supply EMS services to the City. We also believe that the case can be made for the County voters to pay a reasonable fee to have EMS service guaranteed to them. What is reasonable is open to interpretation and I believe that the County plan is to have public meetings and hash this out.

As we have looked at how to respond to the RFP, a couple of themes have emerged. It will still cost the City a lot of dollars to run a less than adequate Fire Department if we are no longer the EMS provider. Once we dismantle our EMS program, it will be extremely difficult to resurrect the department. We believe that it will be extremely hard for a private ambulance company to be sustainable over the long term in our isolated area. Though they may look good on paper, we have a challenge in Baker County with quality workforce and all of these personnel will need to come from out of the area.

The following scenario gives the Council an idea of what the City could bid for the first year of what the County has asked for in the RFP. For years 2-10, the City will factor in an inflationary number or not to exceed percentage. One issue that has not been discussed is that there is no penalty for opting out of the ten year contract. This should be alarming to everyone if the City does not receive the contract as we have a proven track record of service and if the private ambulance company does not make enough money, they may very well pull out of the area and leave us with no service or demand enough money that it is not sustainable.



## Financial Analysis of 1<sup>st</sup> year RFP Bid

### Assumptions for budget year 2021-22

Total Fire/EMS budget	\$2,300,000
Total EMS Revenue	\$ 760,000
Total General Fund Cost	\$1,540,000
Estimated cost to run a Fire Only department	\$ 820,000
Total Cost for City to run EMS for Baker ASA	\$ 720,000
Cost of Capital Equipment for EMS	\$55,700
Cost to City (76% of call volume)	\$42,332
Cost to County (24%)	\$13,368
Total Cost for the County (33%)	\$240,000
Total Capital for County	\$ 13,368
Total Cost to County for EMS	\$ 253,368
Total Cost for the City (67%)	\$ 480,000
Total Capital cost for City	\$ 42,332
Total Cost to City for EMS	\$ 522,332

In this particular scenario, we believe that no private ambulance company can provide the needed services for less than a million dollars. This scenario would cost the County \$253,368. There are approximately 2400 residences and commercial facilities in the County portion of the Baker ASA. If the County went to the voters and assessed a \$75 per home or facility, that would raise \$180,000. That would leave the County General Fund with an approximate \$75,000 cost. The County is presently paying \$33,000 so they would have an additional cost of \$42,000 to have EMS coverage throughout the ASA.

We believe that it is incumbent on the City to try to help the County get out of the mess that they have created with this RFP. If for some reason, they pick another ambulance service, then they would be in the ambulance service, with no funding in place to operate. This would also put Baker City Fire in a real bind.







## ASA Overview and Discussion Points

On August 21, 2019, Baker County issued a Request for Proposal for Pre Hospital Care Emergency Medical Ambulance Service (RFP) for the Baker Ambulance Service Area (ASA). By State law, the County is in charge of setting the boundaries of the ASA's within their jurisdiction. Currently, there are three ASA's within Baker County. Baker City lies within one of the ASA's which basically encompasses the area of the County which serves the Baker School District. This is an area approximately 1600 square miles. This ASA is currently serviced by the Baker City Fire Department. The other two ASA's are Halfway/Richland area served by a volunteer ambulance service. The other ASA is around Huntington which is served by an ambulance service out of Weiser/Ontario.

I believe that the intent of the RFP is to ascertain the cost and service level for the Baker ASA and have these figures available to the public for review. Historically, Baker City Fire/EMS Department has provided these services to all people within the Baker ASA. With increasing costs and need for additional personnel to cover this area, Baker City had asked Baker County to begin picking up some of the costs of providing 24/7/365 service to non-residents. Prior to this request from the City, non-residents were charged an additional fee for service but this did not result in enough revenue to sustain our program because a majority of the EMS calls are Medicare/Medicaid patients which have payment caps that do not even cover the cost of service.

### **Baker City Concerns and Issues with RFP**

Baker City has a combined Fire/EMS service. EMS calls account for over 78% of all calls. That being the case, it is extremely important that a City our size, have a reliable Fire Department to meet the needs of our citizens. Over the last year, the Fire Department has been working with our rural partners and are being paged out first on any structure fire within the Baker Rural Fire District as well as any unprotected lands in basically the Baker ASA. This is a relatively new program that aims to have personnel and apparatus heading to structure fires as quick as possible. With our personnel in the station, our response time can be much quicker than many of the rural departments. All fire agencies are experiencing a lack of volunteers and we have a good relationship with these rural districts. If the City were to lose the EMS contract, it would severely hamper our ability to have an adequate fire department.

A couple of issues that we need to discuss with the Council regarding this issue are summed up in the following:

1) Our current budget for operating the Fire/EMS Department	
Current personnel costs (16 personnel)	\$1,957,568
Current materials and services	\$ 199,959
Total operating budget	\$2,157,527



Current Revenue (EMS billing)	\$ 752,000
SAFER Grant	\$ 148,645
County support	\$ 40,134
Total Revenue	\$ 940,779
Total Cost to City for Fire/EMS	\$ 1,216,748

Based on these budget numbers, we need to establish a percentage of this costs that would be allocated to Fire and to EMS. This can be straight forward or it can be complicated. The main question that needs to be answered is how important to the Council is a fully staffed 24/7 Fire Department. Presently, the taxpayers in Baker City subsidize the Fire/EMS with \$1,216,748. Our analysis of a minimally staffed Fire Department only would be in the range of \$600,000 to \$900,000. (2 FF per shift) If we were to base it on call volume, it would be a much lower number but with volunteerism down in our area and nationwide, we would have a volunteer Fire Department which would struggle to function.

- 2) The reality with this RFP is the County does not have any money to put towards an EMS contract. I believe that they will take the solicitations from the RFP and go to the voters in either the County or to both City/County residents. At present, we do not know if any private ambulance service will respond to the RFP. If they do, we project that they will ask the County to subsidize this service by \$400,000 to \$700,000. This is based on 2 paramedics and 2 EMT's per shift, 3 ambulances, EMS supplies, station, overtime, profit, etc.

If they attempt to go to all the voters in the Baker ASA (which include County residents as well as City residents) they will run into a huge issue of the citizens of Baker City being double taxed for services that they are already paying for. They could come to the Council and have you pass some of your tax receipts to them but that would be variable depending on what the Council and the citizens want for a Fire Department over the next 10 years.

- 3) Baker City has a good track record of providing EMS service to the people in Baker City and the outlying areas. Baker County is a remote area and our labor pool is rather limited. We have analyzed the wages paid by private ambulance services which by and large are located in or near metropolitan areas and we believe that it would be extremely hard to attract and keep employees in our area. The turnover is extremely high and if they can't attract the right personnel, this could be catastrophic. If we were to dismantle our EMS system, it would be extremely difficult to reassemble this if a private company decides it could service our area.
- 4) The County deadline for submission of RFP is October 7, 2019. We believe that they will then do interviews and backgrounds and make an intent to award a contract sometime in November of 2019. Based on this timeline, the City should know where we stand in the process relatively soon. One issue that we have is the uncertainty that has been created and we have a number of personnel that are actively looking for employment elsewhere because of the uncertainty. If we were not selected in the intent to award, I really believe that we would have a hard time



running a functioning department until June of 2020 as employees would be 'jumping from a sinking ship.'

## Analysis

Staff still has a great deal of work surrounding the actual numbers that we need to use in our RFP submittal. The SAFER Grant will end on January 7, 2021. Since the County will be looking to go to the voters in the May 2020 election for some type of taxpayer dollars, there is a great deal of uncertainty that will take place over the next 15 months. Since this is a 10 year contract, we need to figure an inflation factor in our submission. Some potential strategies that the City could employ as we get ready to submit our response to the RFP are as follows:

- 1) Attempt to figure out what the rate that taxpayers in the County only would be willing to pay for EMS services on a per home basis. We believe that a \$75 per home or business would be a palatable number.
- 2) Analyze the budget by taking the City's contribution to Fire and EMS and subtract the cost of a functioning Fire Department and then apply a usage charge to the County of 24% to come up with their responsibility.

City subsidy	\$1,216,748
Fire Dept only cost	\$ 650,000
Total EMS cost	\$ 566,748 @ 24% equals \$136,020

We would still need to factor in Capital equipment which we believe the County share to be \$13,368. Total annual cost to County would be \$149,388 adjusted annually by inflation.

- 3) The City believes that if we did not have to service the County, we would be able to cut our personnel by \$300,000 per year. If we assume that this is an amount that should be passed on to the County, then we could ask them to pay the entire amount or split this figure with them. The reasoning behind a split would be that we would also better be able to respond within the City and it would help the fire side. If under this scenario, we charged them for a third of the cost of 3 additional personnel their cost would be as follows:

County payment for personnel	\$100,000
24% of EMS costs	\$ 38,400
24% of Supervision	\$ 23,400
24% of Capital equipment	\$ 13,368
Total cost to County	\$175,168

If we split the cost of the 3 additional personnel in half, the County's share would go to \$225,168.

There are a myriad number of other ways to calculate a number that we could submit to the County for EMS Services. Staff is looking at trying to figure out the maximum that the County can come up with in order to keep the highest quality department with the lowest amount that the City residents will have to shoulder. At this point we believe that the most prudent course for the County and the City is to try to



come up with a number that will be funded by a per household EMS fee for County residents in the Baker ASA and the County budget picking up the remainder.

When the City received the SAFER Grant, the Federal Government was to pay \$426,099 with the City picking up \$264,876 over a three year period. The County is scheduled to pick up \$100,000 of the City's share. This meant that the general fund cost per year to the City would be approximately \$55,000. If we assume that when the SAFER Grant expires the City and County share per year will be \$300,000 for a full service department, these are the dollars that will need to be back filled. We already have approximately \$55,000 built into our budget, if the County can come up with a figure over \$225,000 then the City would be in relatively good shape. The one thing that is not factored into any of these calculations is the public safety fee (that serves all public safety operations in the City) and the budgetary implications if that were to go away.

I believe that this is a starting point for the Council to start the discussion and give staff some guidance on any of the multiple paths forward. I look forward to the debate. If you have any questions prior to the meeting, let me know.

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## ASA Overview and Discussion Points

On August 21, 2019, Baker County issued a Request for Proposal for Pre Hospital Care Emergency Medical Ambulance Service (RFP) for the Baker Ambulance Service Area (ASA). By State law, the County is in charge of setting the boundaries of the ASA's within their jurisdiction. Currently, there are three ASA's within Baker County. Baker City lies within one of the ASA's which basically encompasses the area of the County which serves the Baker School District. This is an area approximately 1600 square miles. This ASA is currently serviced by the Baker City Fire Department. The other two ASA's are Halfway/Richland area served by a volunteer ambulance service. The other ASA is around Huntington which is served by an ambulance service out of Weiser/Ontario.

I believe that the intent of the RFP is to ascertain the cost and service level for the Baker ASA and have these figures available to the public for review. Historically, Baker City Fire/EMS Department has provided these services to all people within the Baker ASA. With increasing costs and need for additional personnel to cover this area, Baker City had asked Baker County to begin picking up some of the costs of providing 24/7/365 service to non-residents. Prior to this request from the City, non-residents were charged an additional fee for service but this did not result in enough revenue to sustain our program because a majority of the EMS calls are Medicare/Medicaid patients which have payment caps that do not even cover the cost of service.

### **Baker City Concerns and Issues with RFP**

Baker City has a combined Fire/EMS service. EMS calls account for over 78% of all calls. That being the case, it is extremely important that a City our size, have a reliable Fire Department to meet the needs of our citizens. Over the last year, the Fire Department has been working with our rural partners and are being paged out first on any structure fire within the Baker Rural Fire District as well as any unprotected lands in basically the Baker ASA. This is a relatively new program that aims to have personnel and apparatus heading to structure fires as quick as possible. With our personnel in the station, our response time can be much quicker than many of the rural departments. All fire agencies are experiencing a lack of volunteers and we have a good relationship with these rural districts. If the City were to lose the EMS contract, it would severely hamper our ability to have an adequate fire department.

A couple of issues that we need to discuss with the Council regarding this issue are summed up in the following:

1) Our current budget for operating the Fire/EMS Department

Current personnel costs (16 personnel)	\$1,957,568
Current materials and services	\$ 199,959
Total operating budget	<b>\$2,157,527</b>



Current Revenue (EMS billing)	\$ 752,000
SAFER Grant	\$ 148,645
County support	\$ 40,134
Total Revenue	\$ 940,779

Total Cost to City for Fire/EMS \$ 1,216,748

Based on these budget numbers, we need to establish a percentage of this costs that would be allocated to Fire and to EMS. This can be straight forward or it can be complicated. The main question that needs to be answered is how important to the Council is a fully staffed 24/7 Fire Department. Presently, the taxpayers in Baker City subsidize the Fire/EMS with \$1,216,748. Our analysis of a minimally staffed Fire Department only would be in the range of \$600,000 to \$900,000. (2 FF per shift) If we were to base it on call volume, it would be a much lower number but with volunteerism down in our area and nationwide, we would have a volunteer Fire Department which would struggle to function.

- 2) The reality with this RFP is the County does not have any money to put towards an EMS contract. I believe that they will take the solicitations from the RFP and go to the voters in either the County or to both City/County residents. At present, we do not know if any private ambulance service will respond to the RFP. If they do, we project that they will ask the County to subsidize this service by \$400,000 to \$700,000. This is based on 2 paramedics and 2 EMT's per shift, 3 ambulances, EMS supplies, station, overtime, profit, etc.

If they attempt to go to all the voters in the Baker ASA (which include County residents as well as City residents) they will run into a huge issue of the citizens of Baker City being double taxed for services that they are already paying for. They could come to the Council and have you pass some of your tax receipts to them but that would be variable depending on what the Council and the citizens want for a Fire Department over the next 10 years.

- 3) Baker City has a good track record of providing EMS service to the people in Baker City and the outlying areas. Baker County is a remote area and our labor pool is rather limited. We have analyzed the wages paid by private ambulance services which by and large are located in or near metropolitan areas and we believe that it would be extremely hard to attract and keep employees in our area. The turnover is extremely high and if they can't attract the right personnel, this could be catastrophic. If we were to dismantle our EMS system, it would be extremely difficult to reassemble this if a private company decides it could service our area.
- 4) The County deadline for submission of RFP is October 7, 2019. We believe that they will then do interviews and backgrounds and make an intent to award a contract sometime in November of 2019. Based on this timeline, the City should know where we stand in the process relatively soon. One issue that we have is the uncertainty that has been created and we have a number of personnel that are actively looking for employment elsewhere because of the uncertainty. If we were not selected in the intent to award, I really believe that we would have a hard time



running a functioning department until June of 2020 as employees would be ' jumping from a sinking ship.'

### Analysis

Staff still has a great deal of work surrounding the actual numbers that we need to use in our RFP submittal. The SAFER Grant will end on January 7, 2021. Since the County will be looking to go to the voters in the May 2020 election for some type of taxpayer dollars, there is a great deal of uncertainty that will take place over the next 15 months. Since this is a 10 year contract, we need to figure an inflation factor in our submission. Some potential strategies that the City could employ as we get ready to submit our response to the RFP are as follows:

- 1) Attempt to figure out what the rate that taxpayers in the County only would be willing to pay for EMS services on a per home basis. We believe that a \$75 per home or business would be a palatable number.
- 2) Analyze the budget by taking the City's contribution to Fire and EMS and subtract the cost of a functioning Fire Department and then apply a usage charge to the County of 24% to come up with their responsibility.

City subsidy	\$1,216,748
Fire Dept only cost	\$ 650,000
Total EMS cost	\$ 566,748 @ 24% equals \$136,020

We would still need to factor in Capital equipment which we believe the County share to be \$13,368. Total annual cost to County would be \$149,388 adjusted annually by inflation.

- 3) The City believes that if we did not have to service the County, we would be able to cut our personnel by \$300,000 per year. If we assume that this is an amount that should be passed on to the County, then we could ask them to pay the entire amount or split this figure with them. The reasoning behind a split would be that we would also better be able to respond within the City and it would help the fire side. If under this scenario, we charged them for a third of the cost of 3 additional personnel their cost would be as follows:

County payment for personnel	\$100,000
24% of EMS costs	\$ 38,400
24% of Supervision	\$ 23,400
24% of Capital equipment	\$ 13,368
Total cost to County	\$175,168

If we split the cost of the 3 additional personnel in half, the County's share would go to \$225,168.

There are a myriad number of other ways to calculate a number that we could submit to the County for EMS Services. Staff is looking at trying to figure out the maximum that the County can come up with in order to keep the highest quality department with the lowest amount that the City residents will have to shoulder. At this point we believe that the most prudent course for the County and the City is to try to



come up with a number that will be funded by a per household EMS fee for County residents in the Baker ASA and the County budget picking up the remainder.

When the City received the SAFER Grant, the Federal Government was to pay \$426,099 with the City picking up \$264,876 over a three year period. The County is scheduled to pick up \$100,000 of the City's share. This meant that the general fund cost per year to the City would be approximately \$55,000. If we assume that when the SAFER Grant expires the City and County share per year will be \$300,000 for a full service department, these are the dollars that will need to be back filled. We already have approximately \$55,000 built into our budget, if the County can come up with a figure over \$225,000 then the City would be in relatively good shape. The one thing that is not factored into any of these calculations is the public safety fee (that serves all public safety operations in the City) and the budgetary implications if that were to go away.

I believe that this is a starting point for the Council to start the discussion and give staff some guidance on any of the multiple paths forward. I look forward to the debate. If you have any questions prior to the meeting, let me know.

CONFIDENTIAL



(A)

## ASA Cost Calculations for RFP

Expense/Explanation	Amortized Annual Cost	% City	% County	Balanced Annual Cost	
				City	County
Ambulance - \$200,000/10 yr. service life	\$ 20,000	0.76	0.24	\$ 15,200	\$ 4,800
Cardiac Monitor - \$35,000/7 yr. service life	\$ 5,000	0.76	0.24	\$ 3,800	\$ 1,200
Power Cot - \$20,000/7 yr. service life	\$ 2,850	0.76	0.24	\$ 2,166	\$ 684
EMS Equip. & Non-reimbursible supplies-annually	\$ 30,000	0.76	0.24	\$ 22,800	\$ 7,200
Fire/EMS Chief - \$125,000 Salary/benefits at 7.5%	\$ 97,500	0.76	0.24	\$ 74,100	\$ 23,400
3 FT. Personnel - \$100,000 annual each	\$ 300,000	0.00	1.00	\$ -	\$ 300,000
EMS Training & Licensing-\$7,500 annually	\$ 7,500	0.76	0.24	\$ 5,700	\$ 1,800
<b>Total</b>	<b>\$ 455,350</b>			<b>\$ 123,766</b>	<b>\$ 339,084</b>

96,000  
 24,000  
 13,680  
 at 1/3 to  
 County  
 100,000  
 18,000  
 138,528

### Current Amulances and recommended replacement schedule

Veh. ID	Model/Year	Age (years)	Mileage	Rec. Replacement
2422	2012 Ford F-450 / Road Rescue	7	79,800	2022
2423	2006 Ford F-350 / Med Tech	13	177,200	2016
2420	2005 Ford F-450 / Custom Tk & Body (Re-mount x3)	14	71,800	2015
2421	1997 Ford E-350 / Med Tech	21	91,300	2007

Co. Pays

Total Fire Dept. Budget EMS Costs  
~~200,000~~

Total Fire Dept only line items 40,000  
 % of Total to Fire 160,000

Total Costs for upkeep of Station and operations 160,000

24% of EMS ops 38,400  
 \$ 174,968 \*

Let's assume 20% of above budget is FIRE only - \$40,000



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--- HISTORICAL DATA ---  
2016-2017 2017-2018

ADOPTED  
2018-2019

ACCT

DESCRIPTION

PROPOSED

APPROVED

ADOPTED

BUDGET DOCUMENT  
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R E V E N U E S

2016-2017	2017-2018	2018-2019	ACCT	DESCRIPTION	PROPOSED	APPROVED	ADOPTED
927,549	771,148	941,012	3-01-0101	BEGINNING WORKING CAPITAL	1,337,485		
115,942	63,907	90,000	3-10-0200	PRIOR YEARS TAXES	85,000		
2,600	3,190	2,500	3-10-0300	LICENSES	3,000		
200	100	100	3-10-0301	LOCAL MERCHANTS PERMIT	100		
375	450	375	3-10-0302	SOCIAL GAMES LIC. & FEES	375		
825	975	750	3-10-0310	VEHICLE IMPOUND FEE	1,500		
5,866	6,007	5,800	3-10-0500	DOG LICENSES FEES	5,800		
6,579	6,921	6,000	3-10-0702	DOG RELEASE FEES	6,000		
20	17,800	50	3-10-0705	LIQUOR LIC. APPROVAL FEE	50		
15,960	17,800	17,000	3-10-0706	LIEN SEARCH FEES	17,000		
21	37,371	50	3-10-0707	FEES-BARKING COLLAR, ETC	50		
39,236	693	35,000	3-10-0800	FINES/FORFEITURES	38,000		
4,130	443	3,000	3-10-0900	INCIDENTAL SALES	3,000		
88	100	100	3-10-0901	PUBLIC RECORDS REQUESTS	100		
1,296	1,357	2,000	3-10-0902	PROPERTY & WEED ABATEMENT	1,000		
3,825	4,300	4,200	3-10-1001	RENT	2,700		
277,852	274,418	260,000	3-10-1101	AMBULANCE-MEDICARE	284,280		
62,157	96,082	93,000	3-10-1102	AMBULANCE-MEDICAID	87,147		
52,341	59,201	50,000	3-10-1103	AMBUL-MEDICARE W/HEDICAID	70,518		
2,324	33,048	33,000	3-10-1104	AMBULANCE-SAIF	25,717		
25,237	65,568	58,000	3-10-1105	AMBULANCE-HOTOR VEHICLE	41,124		
147,811	195,864	145,500	3-10-1106	AMBULANCE-GENERAL SERV	181,194		
60,234	64,589	60,000	3-10-1109	AMBULANCE-FINISHED	60,000		
727	1,000	500	3-10-1111	AMBUL-COMMERCIAL ASSISTYS	500		
	1,276	1,100	3-10-1112	AMBULANCE STANDBY DUTY	1,500		
	19,115	16,000	3-10-1113	CPR CLASS REVENUE	5,000		
11,355	38,820	35,000	3-10-1200	INTEREST	24,000		
31,242	107	400	3-10-1300	OPEN, CLOSE, MARK GRAVES	35,000		
5,417	8,492	11,500	3-10-1303	CEMETERY TENT RENTAL INC	400		
2,956	4,507	7,000	3-10-1501	TRANSFER FR HT HOPE TRUST	14,505		
28	86	50	3-10-1502	TRANSFER FR J SCHMITZ FND	8,500		
11,988	19,470	13,000	3-10-1503	CEMETERY CONTRACT INT	50		
26,615	37,845	25,000	3-10-1599	GRAVE SALES	16,000		
53	1,409	150	3-10-1600	PERPETUAL CARE	35,000		
1,719		1,000	3-10-1601	NISC CEMETERY FEES	150		
887			3-10-1700	PARKING VIOLATIONS	1,000		
32,818	49,933	50,000	3-10-1911	DOWNTOWN E.I.D. ASSESSMEN	51,500		
168	757	500	3-10-2002	GENERATED POWER SALES	500		
9,569	9,052	9,000	3-10-2094	FRANCHISE-OR TELEPHONE	500		
23	24		3-10-2095	FRANCHISE - LIGHTSPEED	9,000		
4,183	4,171	4,500	3-10-2096	FRANCHISE - PREFERRED LD	4,500		
676	206	500	3-10-2099	INLAND/NINDVAVE FRANCHISE	500		
390,884	390,663	385,000	3-10-2100	MISC FRANCHISE FEES	500		
44,933	38,560	385,000	3-10-2101	FRANCHISE-OTEC	400,000		
47,071	48,749	46,000	3-10-2102	FRANCHISE-CENTURY LINK	30,000		
29,499	45,933	45,000	3-10-2103	FRANCHISE-BAKER SANITARY	49,000		
			3-10-2104	FRANCHISE-CHARTER COMMON	55,000		

1,177,732

752,000

688,500



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HISTORICAL DATA		ADOPTED		ACCT	DESCRIPTION	PROPOSED	APPROVED	ADOPTED
2016-2017	2017-2018	2018-2019	2019-2020					
146,936	130,002	140,000	140,000	3-10-2105	FRANCHISE-CASCADE NATURAL	140,000		
127,204	134,632	149,637	151,602	3-10-2106	WATER INLIEU OF FRANCHISE	151,602		
57,324	60,405	72,518	83,800	3-10-2107	WASTEWATER INLIEU FRANCHIS	83,800		
5,786	9,565			3-10-2108	RECLAIMED WATER INLIEU OF			
26,023	23,625	24,300	24,300	3-10-2203	KANGAR RENT	24,300		
5,904	5,940	5,900	6,000	3-10-2206	GROUND LEASES	6,000		
45,026	45,863	40,000	55,000	3-10-2207	MISC REVENUE	55,000		
8,406	6,705	8,000	6,000	3-10-2209	AIRPORT GAS TAX	6,000		
				3-10-2210	OTEC UTIL INCENTIVE (LED)	5,678		
12,568	12,208	12,000	11,760	3-10-2700	STATE CIGARETTE TAX	11,760		
151,516	157,678	154,500	166,080	3-10-2800	STATE LIQUOR TAX	166,080		
	29,418			3-10-2850	MARIJUANA TAX REVENUE			
100,339	103,586	105,000	113,850	3-10-2900	STATE REVENUE SHARING	113,850		
	5,863			3-10-4101	DUII/DISTRACED DRVG GRANT			
24,864	69,615	65,168	73,200	3-10-4299	SRO GRANT/5J PAYMENT	73,200		
	1,000			3-10-4369	VETERAN'S CEMETERY DON			
8,000	4,000	12,000		3-10-4371	CLG GRANT PROJECTS			
68,364	27,084	4,166		3-10-4375	COPS GRANT - SRO			
	42,341			3-10-4381	ECITE GRANT			
	49,618	125,840	148,645	3-10-4383	SAFER GRANT	148,645		
	6,295	15,940	40,134	3-10-4384	COUNTY EHS SUPPORT	40,134		
		2,600		3-10-4385	ODOT GRANT DRIVERS ED			
				3-10-4386	POLICE FEHA GRANT	15,742		
328,508	409,653	564,830	663,535	3-10-7001	ADMIN SVCS INDIRECT COST	663,535		
		184,830	263,555	3-10-7002	ADM SVCS INDIRECT RESERVE	263,555		
				3-10-7101	TRANSPARENT ROOM TAX ALLOCA			
31,596	88,000	88,000	50,000	3-10-7104	ECONOMIC DEV SUPPORT FEE	50,000		
	165,243	178,000	180,000	3-10-7107	PUBLIC SAFETY UTILITY FEE	180,000		
2,468,490	2,581,060	2,656,080	2,768,835	3-10-9900	CURRENT YEARS TAXES	2,768,835		
6,022,320	6,595,085	6,734,306	7,431,391	T O T A L	DEPT 100 R E V E N U E S	7,431,391		



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----- HISTORICAL DATA -----  
2016-2017 2017-2018 2018-2019 ACCT DESCRIPTION PROPOSED APPROVED ADOPTED

C X P E N S E S

PERSONNEL SERVICES	2016-2017	2017-2018	2018-2019	ACCT	DESCRIPTION	PROPOSED	APPROVED	ADOPTED
191,361	204,695	207,676	5-10-0101	ASST/BATTALION CHIEFS	222,536			
67,753	39,657	76,048	5-10-0102	FIRE CHIEF	84,172			
195,465	192,213	209,200	5-10-0105	LIEUTENANTS	206,449			
10,175	7,154	24,000	5-10-0106	PD PART-TIME "VOLUNTEERS"	24,000			
394,877	462,598	527,837	5-10-0107	FIREFIGHTERS	562,201			
89,840	72,525	35,000	5-10-0111	OVERTIME	50,000			
4,939	6,321	5,000	5-10-0112	PUBLIC WORKS LABOR	5,000			
70,166	74,578	83,942	5-10-0115	SOCIAL SECURITY	89,566			
195,686	227,505	277,907	5-10-0116	PUBLIC EMPLOYEES RETIREME	343,144			
39,559	30,480	45,465	5-10-0117	WORKERS' COMPENSATION INS	59,465			
261,166	248,269	270,478	5-10-0118	HEALTH INSURANCE	294,595			
10	6,075	200	5-10-0120	UNEMPLOYMENT				
1,472	1,239	2,025	5-10-0122	EMPLOYEE BENEFITS	1,440			
5,186	3,772	10,300	5-10-0124	COMPENSATION SELLS	15,000			
3,189	25,299		5-10-0127	PAYOUT AT TERMINATION				
1,530,044	1,602,301	1,775,078	TOTAL	PERSONNEL SERVICES	1,957,568			
14,000	14,000	17,000	TOTAL	FTE'S	16,000			

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MATERIALS & SERVICES	2016-2017	2017-2018	2018-2019	ACCT	DESCRIPTION	PROPOSED	APPROVED	ADOPTED
4,565	5,340	4,500	5-20-0201	TELEPHONE	4,500			
11,350	11,923	10,000	5-20-0202	ELECTRIC POWER	10,000			
10,858	8,339	11,000	5-20-0203	TRAINING & TRAVEL	11,550			
14,696	20,644	17,500	5-20-0204	VEHICLE MAINTENANCE	17,500			
8,717	7,068	10,000	5-20-0205	EQUIPMENT MAINTENANCE	10,000			
4,382	3,442	7,000	5-20-0206	BUILDING MAINTENANCE	7,000			
88	8	200	5-20-0211	PRINTNG, ADVRTSNG, ELECTIO	500			
1,196	1,721	1,000	5-20-0212	COPY MACHINE RENTAL	1,935			
2,029	2,055	1,250	5-20-0215	OFFICE SUPPLIES	1,250			
4,312	1,495	4,000	5-20-0220	DUES AND FEES	4,000			
4,728	10,670	11,000	5-20-0221	EQUIPMENT SUPPLIES	11,000			
34,173	16,758	15,000	5-20-0223	CONTRACTED SERVICES	16,500			
18,679	27,580	24,458	5-20-0228	INSURANCE	24,724			
12,143	12,610	10,500	5-20-0231	GASOLINE & OIL	16,000			
4,388	8,238	4,000	5-20-0235	AMBULANCE REFUNDS	7,000			
4,552	2,972	2,500	5-20-0242	INFORMATION TECHNOLOGY	5,000			
408	835	500	5-20-0244	POSTAGE	500			
4,098	4,357	1,500	5-20-0245	GENERAL SUPPLIES	10,000			
1,151	232	1,000	5-20-0248	FIRE PREVENTION SUPPLIES	1,500			
786	711	1,000	5-20-0252	HEATING FUEL	1,000			
8,814	17,724	13,000	5-20-0259	UNIFORM REPLACEMENT	8,000			
25,406	27,843	24,000	5-20-0260	E.W.S. SUPPLIES	30,000			
592	318	500	5-20-0262	AMBULANCE TRAVEL	500			
182,111	192,803	181,408	TOTAL	MATERIALS & SERVICES	199,959			
CAPITAL OUTLAY	1,641		5-40-0362	FEP TYPE III FIRE ENGINE				

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2016-2017	2017-2018	ADOPTED 2018-2019	ACCT	DESCRIPTION	PROPOSED	APPROVED	ADOPTED
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	1,641			TOTAL CAPITAL OUTLAY			
1,712,955	1,796,905	1,956,486	T O T A L	D E P T 103 E X P E N S E S	2,157,527		
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**Narrative Statement for Hiring of Firefighters**

**\* Element #1 - Project Description (30%):**

**\* 1a. Why does the department need the positions requested in this application? If your request is based on a needs assessment or Insurance Services Office rating, please provide details of those outcomes. (3000 characters)**

BCFCD needs to address the severe lack of personnel required to comply with NFPA 1710 initial attack staffing recommendations and manage the day to day staffing needs of the department. Due to our shortage of recommended staffing, call backs are required for every incident. Medical emergencies that require 2 personnel reduces the on-duty staff from 4-5 to 2-3 personnel, a draw of up to 50%. This requires a dispatched request for station coverage to meet the contractually agreed upon minimum staffing of 3 personnel per day. Because call backs are required multiple times every day the fatigue factor of returning career personnel causes difficulties in filling those needs. Additionally, due to the tremendous response area of 1,600 square miles it is not unusual for BCFCD personnel to transport patients for up to 6 hours round trip. Through Mutual Aid agreements with our neighboring agencies BCFCD meets NFPA Standard 1710 minimum of 10 members per 500-1,000 people per suburban mile squared and 6 members per 1,000 people per rural mile squared, but with random availability of part-timers that have to work fulltime jobs just like volunteers to pay bills, we can't always get them to show up.

Based on our Needs Assessment the department relies heavily on its paid part-time personnel, returning career personnel and Mutual Aid for incident response and station coverage. Currently BCFCD does not meet NFPA 1710 Standards of four firefighters on an initial attack. With a shift staffing of 3-4 our normal initial response to fires is 3. The addition of 3 peak period personnel (weekday staffing) would allow BCFCD to staff its front-line engine from 3 personnel to 4 personnel during peak times an increase 80-90% of the time. Additionally, going from 4 to 7 personnel means two BCFCD ambulances can respond throughout the day while the 4-person engine remains available for fires. At night the EMS call volume is reduced so we don't require the same staffing levels that we do during the peak times.

BCFCD has re-evaluated the recruitment process for paid part-time personnel but the current training requirements and time commitments to become a certified firefighter unfortunately make it difficult to attract members of the community. Those who do become paid part-time members find it difficult to respond with frequency to the daily call volume and EMS time demands. A future plan to alleviate the staffing shortage is to re-evaluate the current fire tax assessment rates in the neighboring fire districts of Baker Rural, Haines and Bowen Valley Fire. These fire districts and numerous others rely solely on a volunteer firefighting force and in most cases are unable to provide any EMS services. They rely solely on the ALS ambulance service that BCFCD provides for the county.

**\* 1b. How will the positions requested in this application be used within the department (i.e., 4th on engine, open a new station, eliminate browned out stations, reduce overtime)? What are the specific benefits the positions will provide to the department and community? (2000 characters)**

The addition of 3 more peak period personnel would allow BCFCD to better meet the current and projected emergency response needs of not only Baker City but Baker County. Adding 3 peak period personnel to the current 12 full time 56hr per day plus 1 existing peak period personnel provides for up to 7-8 members during peak times every day and will provide for greater coverage and flexibility when staffing evenings and weekends.

Currently BCFCD alone does not comply with NFPA 1710 staffing recommendations for Initial Attack (IA) of 10 members per 500-1,000 people per Suburban area mile squared and 6 members per 1,000 people per Rural area mile squared. BCFCD occasionally does comply with NFPA 1710 staffing recommendations for Initial Attack only because of Mutual-Aid agreements with our neighboring fire districts and then we only comply approximately 10-15% of the time. The requested increase in staffing would allow BCFCD to begin complying with NFPA 1710 approximately 90% of the time. BCFCD will have the flexibility to manage the daily call load more efficiently and effectively thus reducing the constant need for emergency call backs and subsequently reducing overtime costs and the fatigue factor on its personnel making them more responsive when requested off duty.

Because Baker City and BCFCD are so vital to the Baker County area BCFCD falls into both NFPA 1701 categories of suburban and rural. Therefore, increasing our current daily staffing of 4-5 to 7-8 with the additional three peak period firefighters establishes a much better balance of emergency responder to citizen ratio than we currently enjoy. Having 7-8 personnel per peak period day and additional personnel from Mutual Aid agencies will increase BCFCD's ability to meet current NFPA 1701 Standards for Initial Attack (IA) over 90% of the time. It will also increase our ability to meet current NFPA 1710 Standards for full first-alarm staffing more than 90% of the time.



**\* 1c. Please describe how the awarding of this grant would enhance the department's ability to protect the critical infrastructure discussed in the Applicant Characteristics section of the application. (1000 characters)**

The state of Oregon is serviced from the east via Interstate 84. Cities in eastern Oregon are fairly remote compared to larger metropolitan areas. As the county seat, Baker City hosts numerous infrastructure agencies and applications. The most vital applications are Interstate 84, the Union Pacific rail line, the Williams Northwest Pipeline, supplying natural gas throughout the northwest United States and the headquarters for Oregon Trail Electric Cooperative (Oregon's largest electric cooperative serving over 28,800 members in four counties). Additionally, located in Baker City are Saint Alphonsus Regional Medical Center, Bureau of Land Management, United States Forest Service, Oregon Department of Forestry, the National Armory and the Federal Building not to mention the tallest building east of the Oregon Cascades, a nine story multi use apartment/office building.

**Element #2 - Impact on Daily Operations (30%):**

**\* 2a. How are the community and the current firefighters employed by the department at risk without the positions requested in this application? How will that risk be reduced if awarded? (2000 characters)**

Ten years ago BCFD responded to 1477 emergency incidents to include fire and EMS. In the last 10 years leading up to 2016 BCFD has seen an increase of 473 emergency incidents annually for an increase of 32% or an average of 3.2% per year, if these calculations are extrapolated out over the next ten years to 2026 we can expect an additional 624 emergency incidents annually for a total of 2574.

The current staffing model is severely challenged and if not increased will require a significant change in the following months or the next year at the latest. Currently to effectively manage emergency incidents BCFD staffs its ambulances with a minimum of one FF-EMT-Paramedic and one FF-EMT-Intermediate. A two-person ambulance responds to each EMS request. Subsequently because of the daunting size of the 1600 square mile Ambulance Service Area (ASA) response times and transport times is extremely lengthy making the ambulance and its personnel unavailable for hours at a time. It is not unusual for BCFD to experience an emergency incident leaving only 2 to 3 personnel to staff a fire engine making compliance with NFPA 1710 virtually impossible or worse having two EMS incidents simultaneously. When this occurs the station may potentially sit empty until call back personnel arrive.

This isn't just a risk for us, it's been happening with more frequency. On Father's Day last year at a structure fire the initial crew was 1 firefighter and 1 chief officer, and upon arrival heavy fire was found. The firefighter stretched the supply line and 2 hand lines as well as operating the pump to charge all lines then started an exterior attack at the front door. When the additional personnel arrived the interior attack was finally made, but during overhaul another EMS run came in for the County. That same firefighter was pulled from overhaul and made the EMS run prior to any rehab taking place to ensure they weren't too fatigued. In addition that left no EMS crew available.

**\* 2b. What impact will the positions requested in this application have on the departments NFPA compliance, if awarded? (2000 characters)**

On another fire the 3-person crew on the pumper encountered a fully involved mobile home. With only 3 on the engine and a chief officer in command a line was deployed to attack the fire. During fire attack a victim was located, and the paramedic/FF on the call was also the driver/operator. They had to leave the pump panel to provide treatment to the fire victim which left a crew performing fire attack without a pump operator managing the pump and hose lines. Additional personnel finally made the scene but at any point during that process we could have lost water supply, or some other issue that stranded the crew inside without a hose line.

The same outcome could have come at a fire in a warehouse. During operations two medical aid calls were dispatched at two different times, with no personnel available; we were forced to remove firefighters from hose lines and have them respond to the medical calls resulting in a delayed response. Taking firefighters off of active hose lines severely reduced our capabilities resulting in furthering the amount of property damage and contents lost as well as reducing our effectiveness based on Initial Full Alarm staffing requirements. This may not seem like the right thing to do pulling crews from fires to handle EMS runs, but we are the only ALS transport ambulance service in the county. If we don't respond no one else will.

The current BCFD staffing model is unsustainable for the future, current personnel are pushed to the limit at times when trying to fulfill call demands. Fatigue is a major concern of BCFD executive staff and city officials. Firefighters are constantly being called back due to low staffing levels which in turn create fatigue, stress



and a reduction in customer service levels. Personnel find themselves in the station more and more on their off-duty day covering for calls, this in turn increases overtime costs and creates animosity and anxiety at home with loved ones and families.

**Element #3 - Financial Need (30%):**

**\* 3a. Please provide additional details on the department's current operating budget. This must include an income verse expenses breakdown of the current annual budget indicated in Applicant Characteristics section of the application. If you were unable to provide the department's operating budget for the 2001, 2002, and 2003 fiscal years, please provide details on why you were not able to provide the information. (2000 characters)**

BCFD is supported by a tax base covering only 7 of the 1600 square miles in the county yet the City must support EMS services for all 1600. The General Government Limitation budget for Baker City is \$5,663,880 calculated from a permanent property tax rate of \$6.33 per \$1,000 assessed valuation. Out of that budget BCFD draws down \$1,846,524 annually or 32.5% of the general fund. BCFD accounts for \$2.06 per \$1,000 assessed valuation from the General Government Limitation of \$6.33 per \$1,000 assessed valuation. BCFD is termed as a department that is too small to be big and too big to be small. It is a small professional department with an operational model providing service above and beyond its capability to sustain that operational model. It is relied on heavily by its neighbors who have come to expect the excellence in service that BCFD provides.

Ideally BCFD would like to hire six additional 56 hour positions, assigning two per shift. Unfortunately Baker City cannot commit to that much financial liability over a 3 year period. Even at three additional 56 hour positions, Baker City finds itself unable to meet the stated matching requirements.

Based on the salary and annual costs breakdown between a 56 hour position and a 40 hour position, Baker City feels more confident in the value three 40 hour positions a day can bring to BCFD than one 56 hour position a day can provide. An average annual Entry-Level 56 hour Firefighter salary is \$59,000. Added to this is an EMT or EMT-P bonus of 5% and 10% respectively of the member's salary. Additional annual cost breakdown for a 56 hour Firefighter positions is as follows:

56 hour Firefighter Salary \$59,000  
EMT-P bonus = (10%) \$5,900  
Health Insurance \$20,694  
PERS (Retirement) \$12,400  
Workers Compensation \$2,600  
Social Security \$4,584

Total \$105,178

**\* 3b. Please describe the department's budget shortfalls and the inability to address the financial needs without federal assistance. What other actions have you taken to obtain funding elsewhere (i.e., state assistance programs, other grant programs, etc.)? (2000 characters)**

An average annual Entry-Level 40 hour Firefighter salary is \$38,500. Added to this is an EMT or EMT-P bonus of 5% and 10% respectively of the member's salary. Additional annual cost breakdown for a 40 hour Firefighter positions is as follows:

40 hour Firefighter Salary \$42,350  
Health Insurance \$20,694  
PERS (Retirement) \$9,154  
Workers Compensation \$1,659  
Social Security \$2,918

Total \$76,775

This makes the positions not only on duty when the greatest demand is, but also reduces the cost so that we can afford them when the grant period is over with.

The Fire Department's FY16-17 budget is \$1,793,957 with \$1,570,381 in personnel services and \$223,576 in materials and service. Examples of personnel services



and materials and services expenses are indicated below.  
Materials and Services Expenses Examples (\$223,576):

Contracted Services \$58,000  
Insurance \$23,000  
Gasoline and Oil \$15,000  
EMS Supplies \$26,000  
Equipment and Supplies \$10,000  
Training and Travel \$12,000

The department's emergency ambulance service is one of Baker City's key single revenue sources. EMS/ambulance billing fees make up approximately 14.2% of total revenue second only to current year taxes that make up 36.87% of total revenue. The revenue created by the ambulance billing fees goes directly back into the city's general fund and is used to offset other city department costs.

Another plan under consideration is the formation of a consolidated fire district. The neighboring fire districts of Baker Rural, Haines and Bowen Valley are contiguous with Baker City and could consolidate with BCFD thus reducing duplication of services. These plans will take several years to come to fruition. In the meantime, hiring additional positions with a SAFER Grant will address our immediate staffing needs and serve to bridge the gap until a more permanent financial solution can be found.

**\* 3c. How are the critical functions of your department affected without this funding? (2000 characters)**

Two years ago BCFD administration recognized the need for additional personnel but due to budget shortfalls had to be creative thus establishing a 40 hr peak period firefighter position that is currently staffed from 1000 hrs to 1800 hrs 5 days a week. The funding for the position was originally allocated for the Police Department, but even the Police Chief recognized how critically understaffed the fire department was and he agreed to forgo the position until the fire department was appropriately staffed.

The position filled an immediate need in addressing our response gap but unfortunately it was too little too late, the amount of emergency incidents have increased exponentially beyond the peak period model capability. Most recently the department formalized an agreement with the Baker County Office of Emergency Management to use their Fire Division Manager as an additional firefighter once a week for 8 hrs. Currently the Fire Division Manager works every Friday in the station providing BCFD with firefighter coverage during the peak period firefighter's day off.

If BCFD is unable to secure SAFER funding it will be forced to reduce its liabilities in order to meet its responsibility of fire and EMS protection to Baker City alone. One current plan would be to effectively reduce the size of the Ambulance Service Area (ASA) from the 1600 square miles of Baker County to the 8 square miles of Baker City proper effectively limiting emergency service to within Baker City limits only. This plan would virtually eliminate fire and emergency medical service delivery to approximately 4,500 people and multiple communities who currently rely on the service.

**Element #4 - Cost Benefit (10%):**

**\* Please describe the benefits (i.e., anticipated savings, efficiencies) the department and community will realize if awarded the positions requested in this application. (3000 characters)**

With a SAFER Grant the department will have ability to hire 3 additional peak period personnel, which will significantly reduce the following related costs and increase our efficiencies in the following areas.

- ? Comply with NFPA 1710 Standards
- o increase staffing on front line Fire Engine to 4 personnel.
- o increase its ability to meet NFPA 1701 Standards for Initial Attack (IA) from current 10-15% of the time all the way to 80-90% of the time.
- o meet NFPA 1710 Standards for Fire Suppression Operations? (FSO) 100% of the time.



- o increase its ability to meet NFPA 1710 ¿Effective Firefighting Force (EF) 80-90% of the time.
- o increase compliance with the 2 In 2 Out rule from 10-15% of the time to 80-90% of the time.
- o provide adequate staffing to meet NFPA 1701 for Rural incidents and begin complying with NFPA 1710 for Suburban incidents 80-90% of the time.
- ¿ Reduce Response Times
  - o staff 2 ambulances reducing the need to delay inter-facility ALS transports until adequate staffing can arrive.
  - o reduce response times during a mutual-aid request. Rather than waiting for call back personnel to arrive to staff a unit, on-duty personnel can immediately respond to the request.
- ¿ Increase Unit Availability
  - o staff 2 ambulances and 1 fire engine vs. the existing model of 1 ambulance or 1 fire engine.
  - o make additional units available when an ambulance is gone during a lengthy inter-facility transport
- ¿ Reduce Overtime Costs
  - o reduce the need for calling back personnel reducing overtime costs by up to 50%.
- ¿ Meet Training Obligations
  - o not have to cancel training due to a shortage of personnel. Additional on-duty personnel can allow training to continue during an emergency incident.
  - o not have to cancel regional training due to reduced staffing levels.
  - o better manage training costs including overtime, transportation, re-applying, and other class related fees due to staffing shortages.
- ¿ Increase Productivity
  - o be more productive by having the ability to stay on the task assigned because there will be adequate staffing to continue with the task.
  - o Daily work assignments can be more likely completed rather than stopping the assignment due to an emergency response or routine assignment.
- ¿ Reduce Public Works Costs (Cleaning hydrants and systems access)
  - o In winter months snow accumulation creates severe problems as snow plows push snow over and on to hydrants covering them with snow. This requires BCFD personnel and Public Works personnel to shovel out fire hydrants.
  - o Additional BCFD members can reduce the need for Public Works personnel to shovel out hydrants. This could be accomplished with BCFD personnel.
- ¿ Increase in Community Development Programs
  - o Currently it is difficult to perform the simplest community services because BCFD personnel have to leave during public events to manage emergencies.
  - o BCFD can remain at community events and increase their involvement with the community.

**Element #5 - Additional Information : If you have any additional information you would like to include about the department and/or this application in general, please provide below. (2000 characters)**

Personnel feel obligated to respond to emergencies even when there are not enough personnel to adequately staff a fire engine, i.e. 2 members respond when no one comes in for a call back. BCFD executive staff is gravely worried that fire personnel will take unacceptable risks and over extend themselves by single handedly trying to do the job of two firefighters.

The health and well-being of our firefighters is of paramount importance, therefore to ensure the health and safety of new personnel the department provides for entry-level physicals and immunizations. Annual physicals that meet NFPA 1582, Chapter 6 Medical Evaluations of Candidates 6.1 and Chapter 9 Essential Job Tasks Specific Evaluation of Medical Conditions in Members are provided to all personnel

If the grant request is approved BCFD plans to move forward as quickly as possible and begin a recruitment process for the requested additional personnel. A typical firefighter recruitment process takes approximately 45 days.

An increase in our daily staffing with peak period personnel carries over to our off-duty personnel as well. In the event of a hazardous incident i.e. fire, hazardous materials, collapse, freeway or rail incident etc. BCFD will have adequate Fire Suppression Operations up and until an Effective Firefighting Force can be assembled. The increase in overall personnel availability provides for a more rapid mobilization of additional BCFD fire apparatus and equipment that can respond to an incident before mutual aid resources can arrive, reducing the possibility of catastrophic loss in critical infrastructure due to fire, hazardous conditions or natural disaster.

### [Hiring Narrative Supplemental Information](#)







## John Clark

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**From:** John Clark [jclark@bakercity.com]  
**Sent:** Thursday, September 05, 2019 6:34 PM  
**To:** 'Cliff Hall'  
**Subject:** Information for Council related to RFP response

**Importance:** High

Cliff,  
In preparing the RFP response, Fred asked me to prepare some additional information related to hiring the three SAFER positions. Specifically, he asked for information supporting the need for the positions, as we will likely be asking council to consider paying a 1/3 to 2/3 share of retaining these positions. This would reduce the fund request from the county, which Fred deems as being more likely to pass with a lower fee.

To be clear, I FULLY support retaining these positions, and feel it is an absolute necessity. However, having not been involved in the SAFER request, I have very little data relevant to need for the additional personnel. Compiling fire and EMS run volume data from 2013-2018, I found almost no change. In fact, the run volume actually decreased some years during that period. In 2013 it was 1917 (the highest) and in 2018 it was 1716 (the lowest). The interceding years were in the 1850-1900 range. Fred is concerned that we represented the need for personnel due to increasing call volume (something I clearly can't substantiate with the call records) and what that will mean in asking council for more money.

I have read the SAFER grant application, which speaks to the needs issue, specifically related to having a 1<sup>st</sup> due, four-man engine, but I also theorize other things probably played into the need for additional full-time staff – decreasing number of volunteers, unavailability of full-time for call-back, and longer call turn-around times.....but I need to validate these.

Considering you are the longest current employee, with tenure as the interim chief, I am hoping you can provide additional insight that will provide me with additional information in my presentation to council to absorb a larger cost share to retain the 3 positions.

We'll meet Friday morning to discuss this, before I meet with Fred.

Thanks,

John Clark, Fire Chief



Baker City Fire-Rescue  
1616 2nd Street  
Baker City, OR 97814  
(541) 523-3711 (Ofc)  
(517) 803-0123 (Cell)



## John Clark

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**From:** Fred Warner [fwarner@bakercity.com]  
**Sent:** Thursday, August 29, 2019 12:04 PM  
**To:** 'Jeanie Dexter'; 'John Clark'  
**Subject:** RFP for EMS

Jeanie:

As a follow up on our discussion this morning, the following are items that we need to pin down before we do too much work on the RFP.

- 1) What would be the cost for the 3 Safer positions in the 2020-21 fiscal year. Specifically the last 6 months of the fiscal year when we have no help from the Feds or the County. (Need to talk about negotiating with County for the underlap of the RFP)
- 2) What is the cost of the 3 Safer positions in the 2021-22 fiscal year.
- 3) What would the average roll up be for the remaining 9 years of the contract. How would be structure ie.(some percentage, not to exceed number based on COLA, etc.)
- 4) If all ambulance rates are the same for City and County residents, how much revenue would we lose per year.
- 5) What should we use for an annual number for equipment and ambulances as part of the RFP. How do apportion that cost per entity. Currently, 24% of calls are in County. Is this a reasonable assumption.
- 6) What is an estimate of dollars that GMNT will provide in the 2021-22 fiscal year.
- 7) Need to have an internal analysis of what the Fire department and its budget would look like if we lost the EMS side of things.
- 8) What portion of the Consolidated Dispatch payment to the County is attributable to EMS operations.
- 9) What is the revenue from Fire Med subscriptions and can or will a private EMS provider honor these.
- 10) If we are awarded the RFP, how would we bill the County. Set rate monthly, based on costs, etc.
- 11) Do we make our bid based on 4 employees on shift and charge the other employees to the fire side.
- 12) What are the ambulance billing costs per year.
- 13) A synopsis of our collection policy and any hardship stuff.
- 14) What is the revenue and expenses that the City receives for hospital transfers. What is the net?

That should get us started. Look forward to getting to work on this next week. Thanks

Fred



Kenwood Mobiles all 50 watt

TK-760HG

TK-7160HG

TK-7150

TK-790

2420 TK-760HG TK-760HG

2421 TK-7160HG TK-760HG

2422 TK-~~7150~~ 7160HG TK-760HG

2423 TK-760HG TK-760HG

*7150 Remote mount*

2431 TK-760HG

2432 TK-7160HG

2451 TK-7160HG

2481 TK-790

2471 TK-760hg TK-760HG

2472 TK-760HG TK-790

Base

TK-7360

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Portables

TK-260G 8Ch *no Screen*

TK-270G *Older Disp*

TK-2312 *Display*

Kenwood EFJ-Viking Portable





# ASA Cost Calculations for RFP

*Pass*  
*SP No*  
*City Cost*

Expense/Explanation	Amortized Annual Cost	% City	% County	Balanced Annual Cost	
				City	County
Ambulance - \$200,000/10 yr. service life	\$ 40,000	0.76	0.24	\$ 15,200	\$ 4,800
Cardiac Monitor- \$35,000/7 yr. service life	\$ 5,000	0.76	0.24	\$ 3,800	\$ 1,200
Power Cot - \$20,000/7 yr. service life	\$ 2,850	0.76	0.24	\$ 2,166	\$ 684
EMS Equip. & Non-reimbursible supplies-annually	\$ 30,000	0.76	0.24	\$ 22,800	\$ 7,200
Fire/EMS Chief - \$125,000 Salary/Benefits at 78%	\$ 97,500	0.76	0.24	\$ 74,100	\$ 23,400
3 FT. Personnel - \$100,000 annual each	\$ 300,000	0.00	1.00	\$ -	\$ 300,000
EMS Training & Licensing-\$7,500 annually	\$ 7,500	0.76	0.24	\$ 5,700	\$ 1,800
<b>Total</b>	\$ 455,350			\$ 123,766	\$ 339,084

*9600*

*cut 1.5*

*150,000*  
*31,054*  
*189,054*

*From Seta*

*38,400*  
*227,484*

*(B)*

## Current Amulances and recommended replacement schedule

Veh. ID	Model/Year	Age (years)	Mileage	Rec. Replacement
2422	2012 Ford F-450 / Road Rescue	7	79,800	2022
2423	2006 Ford F-350 / Med Tech	13	177,200	2016
2420	2005 Ford F-450 / Custom Tk & Body (Re-mount x3)	14	71,800	2015
2421	1997 Ford E-350 / Med Tech	21	91,300	2007



City 2/13 11/13

# ASA Cost Calculations for RFP

(A)

Expense/Explanation	Amortized Annual Cost	% City	% County	Balanced Annual Cost	
				City	County
Ambulance - \$200,000/10 yr. service life	\$ 20,000	0.76	0.24	\$ 15,200	\$ 4,800
Cardiac Monitor - \$35,000/7 yr. service life	\$ 5,000	0.76	0.24	\$ 3,800	\$ 1,200
Power Cot - \$20,000/7 yr. service life	\$ 2,850	0.76	0.24	\$ 2,166	\$ 684
EMS Equip. & Non-reimbursable supplies-annually	\$ 30,000	0.76	0.24	\$ 22,800	\$ 7,200
Fire/EMS Chief - \$125,000 Salary/Benefits at 7.5%	\$ 97,500	0.76	0.24	\$ 74,100	\$ 23,400
3 FT. Personnel - \$100,000 annual each	\$ 300,000	0.00	1.00	\$ -	\$ 300,000
EMS Training & Licensing-\$7,500 annually	\$ 7,500	0.76	0.24	\$ 5,700	\$ 1,800
<b>Total</b>	<b>\$ 455,350</b>			<b>\$ 123,766</b>	<b>\$ 339,084</b>

96,000  
24,000  
1,368  
at 1/3 to County  
100,000  
1500  
138,568

## Current Amulances and recommended replacement schedule

Veh. ID	Model/Year	Age (years)	Mileage	Rec. Replacement
2422	2012 Ford F-450 / Road Rescue	7	79,800	2022
2423	2006 Ford F-350 / Med Tech	13	177,200	2016
2420	2005 Ford F-450 / Custom Tk & Body (Re-mount x3)	14	71,800	2015
2421	1997 Ford E-350 / Med Tech	21	91,300	2007

Co. Pays

Total Fire Dept. Budget  $M \$ 200,000$   
 Total Fire Dept. only line items  $40,000$   
 % of Total to Fire  $160,000$   
 Total Costs for upkeep of Structure and operations  $160,000$

24% of EMS ops  $38,400$   
 $174,968$

Let's assume 20% of above budget is FIRE only - \$40,000



**Fred Warner**

**From:** John Clark [jclark@bakercity.com]  
**Sent:** Tuesday, September 03, 2019 11:07 AM  
**To:** jyencopal@bakercounty.org  
**Cc:** 'Fred Warner'  
**Subject:** RE: ASA RFP Questions

**Importance:** High

Jason  
 1) Are you making in changes to the RFP timeline in regards to our discussion last week? Also, as side note..... to insure parity to all bidders, our discussion an timeline and your decision to change, or not to change should be communicated to all bidders that received the RFP.

~~Does this include~~

2) In regards to question #1 below:

TRANSPORTS		PATIENT TRANSPORTS		NON-
Year	Total EMS Calls	ALS	BLS	Life Flight Transport, Refusals
Refusals, No Patient, Cancelled				No patient, cancelled
2018	1368 - 1,115	732	257	379
	379			
2017	1357 - 45	773	218	366
	366			
2016	1387 - 35	884	233	270
	270			

Please feel free to call me if you have any questions.

John Clark, Fire Chief



Baker City Fire-Rescue  
 1616 2nd Street  
 Baker City, OR 97814  
 (541) 523-3711 (Ofc)  
 (517) 803-0123 (Cell)

Inter-Hospital  
 where are transports??  
Transfers

2018	69
2017	72
2016	72

**From:** jyencopal@bakercounty.org [mailto:jyencopal@bakercounty.org]  
**Sent:** Tuesday, August 27, 2019 11:42 AM  
**To:** Chief John Clark  
**Subject:** ASA RFP Questions

Chief Clark,

I received the following questions that I will need some assistance with, I am working with Dispatch as well to see what information they have but wondered if you had any of the following information. The questions are as follows with my initial responses in Blue.





## Fire/EMS Calls Data Breakdown



Year	Total Calls	Fire Calls	EMS Calls	Simultaneous Incidents	Avg. % Callbacks Covered	Avg. Total Call Length (mins)
2018	1779	414	1365	149	70%	49
2017	1856	297	1559	204	30%	51
2016	1933	304	1629	150	50%	41
2015	1909	311	1598	155	Not Tracked	44
2014	1714	179	1535	165	Not Tracked	26
2013	1542	199	1343	153	Not Tracked	20
2012	1502	215	1287	172	Not Tracked	Not Tracked



## Business Registry Business Name Search

[New Search](#)

Business Entity Data

10-01-2019 07:56

Registry Nbr	Entity Type	Entity Status	Jurisdiction	Registry Date	Next Renewal Date	Renewal Due?
1262622-94	ABN	ACT		10-28-2016	10-28-2020	
Entity Name <b>TREASURE VALLEY PARAMEDICS</b>						
Foreign Name						
Affidavit? N						

[New Search](#)

Associated Names

Type	PPB	PRINCIPAL PLACE OF BUSINESS	Country
Addr 1		1147 SW 4TH ST	
Addr 2			
CSZ	ONTARIO	OR 97914	UNITED STATES OF AMERICA

The Authorized Representative address is the mailing address for this business.

Type	REP	AUTHORIZED REPRESENTATIVE	Start Date	Resign Date
Name	ALAN	STEVEN PATTERSON		
Addr 1		1147 SW 4TH ST		
Addr 2				
CSZ	ONTARIO	OR 97914	Country	UNITED STATES OF AMERICA

Type	REG	REGISTRANT	Country	
Of Record	672834-82	TREASURE VALLEY PARAMEDICS FOUNDATION		
Addr 1		1147 SW 4TH ST		
Addr 2				
CSZ	ONTARIO	OR 97914	Country	UNITED STATES OF AMERICA



**New Search** Name History

Business Entity Name		<u>Name Type</u>	<u>Name Status</u>	Start Date	End Date
TREASURE VALLEY PARAMEDICS		EN	CUR	10-28-2016	

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**New Search** Summary History

<u>Image Available</u>	Action	Transaction Date	Effective Date	<u>Status</u>	Name/Agent Change	Disssolved By
	RENEWAL OF REGISTRATION	10-09-2018		FI		
	APPLICATION FOR REGISTRATION	10-28-2016		FI	Representative	

<b><u>New Search</u></b>	Counties Filed	Counties
	All Counties Filed.	



## Business Registry Business Name Search

[New Search](#)

Business Entity Data

10-01-2019 07:55

Registry Nbr	672834-82	Entity Type	DNP	Entity Status	ACT	Jurisdiction	OREGON	Registry Date	01-29-1999	Next Renewal Date	01-29-2020	Renewal Due?
Entity Name	TREASURE VALLEY PARAMEDICS FOUNDATION											
Foreign Name												
Non Profit Type	PUBLIC BENEFIT											

[New Search](#)

Associated Names

Type	PPB	PRINCIPAL PLACE OF BUSINESS										
Addr 1	1147 SW 4TH AVE											
Addr 2												
CSZ	ONTARIO	OR	97914	Country	UNITED STATES OF AMERICA							

*Please click [here](#) for general information about registered agents and service of process.*

Type	AGT	REGISTERED AGENT	Name	MAX	S	TAGGART	Start Date	01-29-1999	Resign Date
Addr 1	399 SOUTH OREGON ST								
Addr 2									
CSZ	ONTARIO	OR	97914	Country	UNITED STATES OF AMERICA				

Type	MAL	MAILING ADDRESS										
Addr 1	1147 SW 4TH AVE											
Addr 2												
CSZ	ONTARIO	OR	97914	Country	UNITED STATES OF AMERICA							

Type	PRE	PRESIDENT										
Name	ALAN	S	PATTERSON	Resign Date								



<b>Addr 1</b>	1147 SW 4TH AVENUE		
<b>Addr 2</b>			
<b>CSZ</b>	ONTARIO	OR	97914
	<b>Country</b>	UNITED STATES OF AMERICA	
<b>Type</b>	SEC	<b>SECRETARY</b>	<b>Resign Date</b>
<b>Name</b>	ALAN	S	PATTERSON
<b>Addr 1</b>	1147 SW 4TH AVENUE		
<b>Addr 2</b>			
<b>CSZ</b>	ONTARIO	OR	97914
	<b>Country</b>	UNITED STATES OF AMERICA	

[New Search](#)

Name History

Business Entity Name	Name Type	Name Status	Start Date	End Date
TREASURE VALLEY PARAMEDICS FOUNDATION	EN	CUR	10-28-2016	
TREASURE VALLEY PARAMEDICS	EN	PRE	01-29-1999	10-28-2016

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[New Search](#)

Summary History

Image Available	Action	Transaction Date	Effective Date	Status	Name/Agent Change	Dissolved By
	AMENDED ANNUAL REPORT	01-28-2019		FI		
	REINSTATEMENT AMENDED	04-12-2018		FI		
	ADMINISTRATIVE DISSOLUTION	03-29-2018		SYS		
	AMENDED ANNUAL REPORT	12-19-2016		FI		
	ARTICLES OF AMENDMENT	10-28-2016		FI	Name	
	AMENDED ANNUAL REPORT	12-17-2015		FI		
	AMENDED ANNUAL REPORT	01-02-2015		FI		



AMENDED ANNUAL REPORT	01-16-2014	FI		
AMENDED ANNUAL REPORT	01-31-2013	FI		
AMENDED ANNUAL REPORT	01-05-2012	FI		
AMENDED ANNUAL REPORT	12-22-2010	FI		
AMENDED ANNUAL REPORT	01-07-2010	FI		
AMENDED ANNUAL REPORT	01-12-2009	FI		
ANNUAL REPORT	01-11-2008	FI		
ANNUAL REPORT	01-03-2007	FI		
ANNUAL REPORT PAYMENT	01-30-2006	SYS		
ANNUAL REPORT PAYMENT	01-04-2005	SYS		
ANNUAL REPORT PAYMENT	02-03-2004	SYS		
ANNUAL REPORT PAYMENT	12-31-2002	SYS		
ANNUAL REPORT PAYMENT	01-29-2002	SYS		
STRAIGHT RENEWAL	01-05-2001	FI		
AMENDED RENEWAL	04-04-2000	FI		
NEW FILING	01-29-1999	FI		

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ate a statewide tobacco retailer licensing system. That would allow the state to track and license every store that sells nicotine products.

Right now, only some local governments, like Multnomah County, have that kind of oversight, vital to enforcing nicotine-related laws.

"I don't have much sympathy for the industry, like the tobacco industry and vaping industry, that is not looking to the health, the overall health outcomes that people will have once they become addicted to their products," Monnes Anderson said.

### 'Something that makes sense'

But there is one bill that lawmakers and pro-vaping lobbyists like Weber can agree on: banning online nicotine vape sales.

Rep. Pam Marsh, D.-Ashland, said she got the idea after a group of Ashland High School students told her that's how their peers get their vapes.

"It was the fact that the students were observing this among their peers. They know best what's happening to their age group," Marsh said.

The bill would simply add vape products to existing laws that ban internet and telephone sales of cigarettes and smokeless tobacco.

The online sales ban, Marsh said, would not apply to retailers like Weber.

Weber said he and the Oregon vaping association is on board with the proposal as a way to curb minors' access to vape products.

"I think at least they're looking at the problem," Weber said. "They're trying to do something that makes more sense."

### LA PINE

Continued from A1

It's a novel approach to an emerging crisis in rural emergency medical service. The ordinance went into effect Jan. 1, though Supkis said it's too early to tell if it's had an impact.

"This protects our taxpayers and it protects the patient because the doctor is the one making these decisions, and they need to be responsible for them," Supkis said. "We're not telling them they can or they can't, we're just telling them that now, they own it."

The district was formed in 1990 and today has a \$4.5 million budget and 28 career firefighter-paramedics to protect a vast service area.

St. Charles opened the La Pine Immediate Care clinic in 2018, part of a broader push to expand health care into rural parts of fast-growing Central Oregon. As part of strategic planning, St. Charles officials had analyzed patient data in the Bend immediate care clinics and saw a high number of patients were residents of La Pine. Today, it and the La Pine Family Care Clinic see between 700 and 900 patients per month, and 10,000 per year.

The clinic was intended to serve patients suffering from conditions they would typically take to a primary care physician — coughs, colds, flu and minor burns and fractures. The La Pine fire district's increased transport workload is an unintended consequence, St. Charles officials said.

"I think they had a hope that when we opened a clinic, it would reduce their workload and reduce the need for transports," said Mike

Richards, interim president of St. Charles Medical Group. "But I think the fact of the matter is that by having more readily available access to health care for the patients and the community, we're identifying more need for transports. We're identifying more issues in patients that might not have been picked up before."

Hospital officials note patient transports represent less than 2% of the clinic's total patients. The health system is working with its clinic doctors on ways to pare down that number, but it's hard to make across-the-board policies when each patient is unique, said Danielle Baughman, St. Charles director of clinic operations.

"Every patient has different health histories, different diagnoses, that's a case-by-case decision made by the provider," she said.

It also isn't easy, given a doctor's ethical obligations to patients, Richards said.

"It's true they might ask for a transport on a patient who maybe could have driven themselves (to St. Charles Bend). But, you send 10 patients like that, and one of them might have a bad outcome," Richards said.

St. Charles has produced and distributed brochures entitled, "Know Where to Go," to help save La Pine residents unnecessary trips. But officials admit it might have to ramp up public education efforts.

"We're looking at all options at this point. A longer-term solution, obviously, would be to increase the level of care in the clinic," Richards said.

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