



**City of Sutherlin  
Regular Council Meeting  
Monday, May 14, 2018  
Civic Auditorium – 7:00 p.m.  
AGENDA**

**Mayor Todd McKnight**  
Council President Luzier  
Councilors Boggs, Stone, Tomlinson, Vincent and Vacancy

- 1. CALL TO ORDER / FLAG SALUTE**
- 2. ROLL CALL**
- 3. INTRODUCTION OF MEDIA**
- 4. PUBLIC COMMENT**

[The purpose of citizen comment is to allow citizens to present information regarding agenda items only. A time limit of three minutes per citizen shall apply.]

**5. COUNCIL BUSINESS**

- a. Acceptance of Resignation/Declaration of Vacancy
- b. Swearing in Council Member

**6. PRESENTATIONS**

- a. Fire Services Working Group Recommendations
- b. Proclamation – EMS Week

**7. CONSENT AGENDA**

- a. April 9, 2018 Minutes – Regular Meeting
- b. April 23, 2018 Minutes – Workshop

**8. PUBLIC HEARING**

- a. State Revenue Sharing

**9. COUNCIL BUSINESS (continued)**

- a. Resolution No. 2018.05 – Fire Services Structure
- b. Resolution No. 2018.06 – Adoption of 2018-2019 Budget
- c. Resolution No. 2018.07 – Certifying City Services
- d. Resolution No. 2018.08 – Election to Receive State Revenue Sharing

**10. REPORTS**

**11. CITY COUNCIL COMMENT**

**12. PUBLIC COMMENT**

[The purpose of citizen comment is to allow citizens to present information regarding items off the agenda. A time limit of three minutes per citizen shall apply.]

**13. ADJOURN**

*Members of the audience who wish to address the Council will be invited to do so. Speakers must use the microphone stating their name and address prior to addressing the Council.*



# **Call to Order & Flag Salute**





# ROLL CALL





# **Introduction Of Media**





# **PUBLIC COMMENT**

**Agenda Items only**





# **COUNCIL BUSINESS**



## **Jerry Gillham**

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**From:** Dennis Riggs <driggs12000@yahoo.com>  
**Sent:** Tuesday, May 1, 2018 7:20 AM  
**To:** Todd McKnight  
**Cc:** Jerry Gillham  
**Subject:** Council Resignation

Mayor,

It is with mixed emotions that I have decided to officially resign form the Sutherlin City Council.

I have counted it a privilege to serve the citizens of the city. My recent appointment to the office of Emergency Management created a conflict of interest in many ways. Stepping down from this position would also allow me more concentrated time to work as an Emergency Manager without dividing my time and attention. I believe it is more prudent to step aside and allow someone else as a councilor who can devote more time and have a single-minded attention to the job.

I want to thank all with whom I shared the council bench. It was an honor and a privilege to work with you all.

Respectfully,

Dennis Riggs  
City of Sutherlin  
Emergency Manager

*5/1/2018  
D Hamilton*



# Oath of Office







# **Presentations and/or Proclamations**





# **Fire Services Working Group Recommendations**





## EMS Week Proclamation

*To designate the Week of May 20-26, 2018 as Emergency Medical Services Week*

WHEREAS, emergency medical services are a vital public service; and

WHEREAS, the members of emergency medical services teams are ready to provide lifesaving care to those in need 24 hours a day, seven days a week; and

WHEREAS, access to quality emergency care dramatically improves the survival and recovery rate of those who experience sudden illness or injury; and

WHEREAS, the emergency medical services system consists of physicians, nurses, emergency medical technicians, paramedics, firefighters, educators, administrators and others; and

WHEREAS, the members of emergency medical services teams, whether career or volunteer, engage in thousands of hours of specialized training and continuing education to enhance their lifesaving skills; and

WHEREAS, it is appropriate to recognize the value and the accomplishments of emergency medical service providers by designating Emergency Medical Services Week; now

THEREFORE, I, *Todd McKnight, Mayor of the City of Sutherlin, Oregon* in recognition of this event do hereby proclaim the week of May 20-26, 2018, as

### EMERGENCY MEDICAL SERVICES WEEK

*With the theme, “EMS Strong – Stronger Together”, I encourage the community to observe this week with appropriate programs, ceremonies and activities.*

Dated: This 14<sup>th</sup> day of May, 2018

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Todd McKnight, Mayor  
City of Sutherlin

Attest:

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Diane Harris, City Recorder



# Consent Agenda



**CITY OF SUTHERLIN**  
**Regular City Council Meeting**  
**Sutherlin Civic Auditorium**  
**Monday, April 9, 2018 – 7:00pm**

**COUNCIL MEMBERS:**

**MAYOR:** Tom Boggs, Wayne Luzier, Dennis Riggs, Forrest Stone, Travis Tomlinson, Seth Vincent  
Todd McKnight

**CITY STAFF:** City Manager, Jerry Gillham  
Sr. City Recorder, Debbie Hamilton  
City Recorder, Diane Harris  
Assistant CM, Finance Director, Dan Wilson  
Community Development Director, Brian Elliott  
Public Works Superintendent, Aaron Swan  
Police Captain, Kurt Sorenson  
Fire Chief, Mike Lane  
Deputy Fire Chief, Avery Hazzard  
Deputy Fire Chief, Dan McCormick  
City Attorney, Chad Jacobs (via Skype)

**Audience:** Kalinna Alderman, Tami Trowbridge, Michelle Sumner, Gary Dagel, Terry Prestianni, Kim Tomlinson, Becky Wattles, Chuck Brummel, Dian Cox, Joe Groussman, Brian Burke, Pat Fahey

Meeting called to order by Mayor McKnight at 7:00pm.

**Flag Salute:**

**Roll Call:** All present

**Introduction of Media:** None

**PUBLIC COMMENT** (agenda items only)

- Sutherlin Sanitary Service owner, Pat Fahey, provided updates on issues recycling market issues potentially affecting the ability to accept certain items for recycle. There has also been a high instance of “willful” contamination at the Calapooia recycling depot. Changes may be made at the site in the near future to include fencing, gates, and staff overseeing the recycling operations.
- Sutherlin School Superintendent, Terry Prestianni, provided updates:
  - The 6<sup>th</sup> “Bond Forum” meeting will be held at 7:00pm, Wednesday, at East Primary Gymnasium.

How well have those been attended? ***Have had 15 to 35 at each forum and about 40 watching livestreaming on Facebook.***

- Thanked City for helping [with land use processes] on 2 of the high school’s building projects. The projects were made possible due to Measure 98’s funding for CTEC (Career & Technical Education Centers).
- Sutherlin Valley Online Academy is still going strong with 41 to 50 students attending. Will have 8 to 10 students graduating this year.
- Attendance has been a huge problem nationwide; statistics were provided. Sutherlin schools have focused on improving attendance; however have not seen much improvement. Will keep striving to make it better.
- Student Leadership Group is celebrating Charity Week on the High School’s Facebook page. Students are currently sponsoring Doernbecher’s Children’s Hospital featuring local students who’ve benefited from Doernbechers.

Is the apprentice program still being offered? ***No, but we are working on bringing it back. Have 4 students doing minor apprenticeships. An Orenco representative came to the school before the start of classes to teach a very high-tech drafting program “Solid Works” to those students and instructors.***



## **PRESENTATIONS/PROCLAMATIONS**

- **Proclamation – National Child Abuse Prevention Month**

Mayor read the National Child Abuse Prevention Proclamation for the month of April.

Police Captain, Kurt Sorenson, read and shared information regarding Douglas Cares Child Abuse Intervention Center. Douglas Cares provides a lot of help and works closely with the Police Department.

- **Proclamation – National Volunteer Appreciation Week (April 15-22<sup>nd</sup>)**

Mayor read the National Volunteer Appreciation Proclamation Week – April 15-22, 2018.

## **CONSENT AGENDA**

- **March 26, 2018 Workshop Minutes**

**MOTION** made by Councilor Luzier to approve Consent Agenda; second by Councilor Tomlinson.

In Favor: Councilors Vincent, Stone, Boggs, Tomlinson, Luzier, Riggs, and Mayor McKnight.

Opposed: None

Motion carried unanimously.

## **COUNCIL BUSINESS**

- **Contract Award – Valentine Avenue Engineering**

Staff Report – Community Development Director, Brian Elliott – Valentine Improvement Project is listed as one of Council's priorities. This project was delayed because of Central Avenue's project. Staff is now moving forward, recommendation is for Council to award the engineering to I.E. Engineering for \$68,500. Project includes curbs, gutters, sidewalks on both sides, and addresses storm water issues.

**MOTION** made by Councilor Stone to approve Contract Award for Valentine Avenue Engineering to I.E. Engineering for \$68,500 as presented; second by Councilor Riggs.

Discussion: Councilor Luzier – How many bids did you have? *Reached out to 3 engineers, received only 1 bid from I.E. Engineering.*

Councilor Stone asked if the engineer is designing storm water system. *Yes, Staff noticed it wasn't initially identified in the scope of work, met with them to confirm it is part of this project.*

In Favor: Councilors Vincent, Stone, Boggs, Tomlinson, Luzier, Riggs, and Mayor McKnight.

Opposed: None

Motion carried unanimously.

- **Ordinance – Pro Tem Judge (first reading, title only)**

Staff Report – City Attorney, Chad Jacobs, explained ordinance codifies and implements decision made by Council at previous meeting regarding Judge Pro Tem positions. Reason is to make sure Judge Pro Tems have full authority to act on behalf of the court and removes the challenge if there is no ordinance.

**MOTION** made by Councilor Luzier to approve first reading, title only of Ordinance – Judge Pro Tem as presented; second by Councilor Riggs.

Discussion: Councilor Stone confirmed no money will be spent unless Judge Pro Tem is used? *Correct, there will be a small amount in the budget for that.*

In Favor: Councilors Vincent, Stone, Boggs, Tomlinson, Luzier, Riggs, and Mayor McKnight.

Opposed: None

Motion carried unanimously.

## **REPORTS**

City Manager – Will be bringing Fire Services Working Group options to future Council meeting.

## **STRATEGIC PLAN UPDATE**

- **Extension of Red Rock Trail –State St. to Calapooia – Phase III**

Staff Report – Elliott reported he has been working with ODOT (Oregon Department of Transportation) and Oregon Parks & Recreation to figure out best funding to seek out for Phase III.

Mayor McKnight asked for confirmation regarding the extension's location. ***It would be the final step of Red Rock Trail connecting State Street to Calapooia.*** The trail would run along that road? ***Correct, City has a road easement, but there is still a lot to do.***

#### **CITY COUNCIL COMMENTS**

**Councilor Boggs –**

- None

**Councilor Tomlinson –**

- Fire Service discussions have come a long way. Would like all to be patient until we get to the end, it's very worthwhile.

**Councilor Luzier –**

- None

**Councilor Riggs –**

- None

**Councilor Vincent –**

- Shared appreciation to the Fire Department's excellent job responding and putting out the structure fire on Sunday.

**Councilor Stone –**

- Where do we direct street repair requests? ***Public Works Superintendent, Aaron Swan – Can email or call me.*** Intersection at Cloverleaf and Dakota Street is in much need of repair. Dovetail Lane's surface is "alligatored" with water seeping through cracks due to increased construction traffic on that road. ***Will check into that.***

**Mayor McKnight –**

- Its Councilor Tomlinson's 50<sup>th</sup> birthday tomorrow, would like all to help sing happy birthday to him. Audience and Staff joined Mayor in singing to Councilor Tomlinson.

#### **PUBLIC COMMENT –**

- Resident, Joe Groussman, shared concerns regarding a hazardous area at the intersection at Dovetail Lane and Hwy 138W. The intersection is very dark and has no street light. Individuals have reached out to Douglas County who stated installing a light is a low priority since there has been no major accidents at that intersection. They explained costs are to be split 50/50 with the City. Groussman stated when the right hand turn lane is put in, would like City to consider installing a light at that location.
- Resident, Kalinna Alderman, stated Sutherlin is looking amazing. Alderman shared a story regarding the property (1119 W Central Ave.) near her residence that has been a former drug house. Officer McGarvey recently helped remove drug paraphernalia found on the property. Owner of the property has been working hard cleaning it up and drug trafficking has diminished greatly. Would like to thank you Police Department for mentioning the ability to get a Sharps container.

Councilor Tomlinson acknowledged that property has greatly improved from the clean-up.

- Resident, Becky Wattles – Would like to say thank you to the person responsible for helping get her road fixed. It is nicely paved and easier to navigate. ***City Manager – Person responsible is Swan.***

#### **ADJOURNMENT –**

With no further business meeting adjourned at 7:33pm.

Approved:

\_\_\_\_\_  
Jerry Gillham, City Manager

Respectfully submitted by,

\_\_\_\_\_  
Diane Harris, CMC, City Recorder

\_\_\_\_\_  
Todd McKnight, Mayor

**CITY OF SUTHERLIN**  
**City Council Workshop Meeting**  
**Sutherlin Civic Auditorium**  
**Monday, April 23, 2018 – 7:00pm**

**COUNCIL MEMBERS:**

Tom Boggs, Wayne Luzier, Dennis Riggs, Forrest Stone, Travis Tomlinson, Seth Vincent

**MAYOR:** Todd McKnight

**CITY STAFF:** City Manager, Jerry Gillham

Senior City Recorder, Debbie Hamilton

City Recorder, Diane Harris

Assistant CM/Finance Director, Dan Wilson

Community Development Director, Brian Elliott

City Planner, Jamie Chartier

Community Development Specialist, Kristi Gilbert

Public Works Superintendent, Aaron Swan

Police Chief, Troy Mills

City Attorney, Ashley Driscoll (via Skype)

**Audience:** Brian Burke, Melissa Shreeve

Meeting called to order by Mayor, Todd McKnight at 7:00pm.

**Flag Salute:**

**Roll Call:** Excused – Councilor Boggs

**Media:** None

**AGENDA CONFIRMATION**

• **May 14, 2018 Agenda**

City Manager, Jerry Gillham – If the Fire Services Working Group (FSWG) has recommendations, they will be presented at Council's May 14<sup>th</sup> meeting. If a model is decided on a resolution will be brought to Council for adoption. Would like this to be in place before budget is adopted, but if the FSWG doesn't have a recommendation yet, it will be deferred to the next meeting. Rest of the agenda is built around the budget and first reading of the Water Master Plan ordinance.

Mayor McKnight reported the public is welcome to comment during the workshop.

**COUNCIL PRIORITY PROGRESS REPORT**

City Manager stated Staff is on task, Community Development Director, Brian Elliott, will be providing updates during the workshop.

**COUNCIL COMMENTS**

**Councilor Tomlinson –**

- Downtown is looking good with the new lights, looking forward to seeing them lit up.

**Councilor Luzier –**

- Agreed with Tomlinson and asked how many lights are planned. *Elliott – There will be 25 lights. Community Relations, Debbie Hamilton – Have received great comments on Facebook.*

**Councilor Riggs –**

- Really nice job on the new ADA (American Disabilities Act) ramps on the sidewalks.

**Councilor Vincent –**

- It appears the swings on west end of playground are very low to the ground, making it difficult for some kids to use, asking if Public Works crew can check on possibility of adjusting them.
- Keep up the good work downtown, excited to see the finished project later this year.

**Councilor Stone –**

- Why weren't Fire Services' options brought to Council before the budget meeting? *Gillham – Staff intended to have a meeting earlier, however Chief Lane was not back into town until first*



*week of April. It was important having him present to attend. Would rather not adopt the budget until after hearing group's recommendations.* Feel they've already made their recommendation, hiring 2 firefighters was already approved by the Budget Committee.

Councilor Tomlinson explained that is Chief Lane's proposal, and has nothing to do with FSWG.

*Gillham agreed, stating if FSWG doesn't agree with Lane's conceptual plan, can amend the budget accordingly. Did not feel good about FSWG making recommendations without Chief Lane.*

- Public Safety statistics show Fire Department had 24 calls last month, only 1 was for a fire. Budget shows \$100,000 (amount budgeted for Fire Department for 1 month), had only 1 fire and now wanting to hire 2 more employees? Should have come to Council before being included in the budget. *Gillham understood Councilor Stone's concerns; Chief Lane is proposing a different model that will restore 100% of previous services not being provided to the citizens.* Would like to see the system get built up, equipment needs replacing, hiring employees will make it more difficult to set that money aside. *Gillham reminded Stone this discussion is scheduled to be on the next agenda.* Feels he's outnumbered, would like a level playing field for all to decide.

Councilor Tomlinson reminded Stone the plan is not known yet; need to wait until FSWG meets and presents options to Council. It was included in the budget in case the proposal went through, if it doesn't it will be removed or not spent.

- Received a call from a local business owner who had items stolen. He tried contacting the Police Department [when closed], was unable to reach anyone and had to contact dispatch instead. He was upset he did not receive response from the police in a timely matter. Would like to understand the protocol for answering calls. *Chief Mills – Don't know the specific circumstances; however, will get together with you later for more information. Mills explained calls are based on priorities.* Do we have a lot of crime here? *Yes.* Why? I saw there were 700 calls last month. *Sutherlin has 2 main thoroughfares (I-5 and Hwy 138) bringing in a lot of calls, we also assist other agencies.*

**Mayor McKnight –**

- Chaperoned Sutherlin's prom last weekend, want to acknowledge School Resource Officer, Jake McGarvey's presence, he interacted with the kids and it was good spending time working with him at the event. It's much appreciated.

## **COUNCIL BUSINESS**

- **Ordinance No. 1063 – Judges Pro Tem (second reading & adoption).**

Mayor asked City Recorder, Diane Harris, to read Ordinance No. 1063, title only. Harris – "An Ordinance adding section 2.20.180 to the Sutherlin Municipal Code to create the positions of Municipal Court Judges Pro Tem."

Staff Report – City Attorney, Ashely Driscoll – Nothing to add to the Staff Report.

**MOTION** made by Councilor Stone to approve second reading and adoption of Ordinance No. 1063 – Judges Pro Tem as presented; second by Councilor Vincent.

Discussion: None

In Favor: Councilors Stone, Tomlinson, Luzier, Riggs, Vincent, and Mayor McKnight.

Opposed: None

Motion carried.

## **WORKSHOP**

- **Planning/Community Development Fees**

Staff Report – Community Development Director, Brian Elliott, introduced Community Development Specialist, Kristi Gilbert, and City Planner, Jamie Chartier. Purpose for the workshop is to review current and proposed land use fees. Staff has also obtained information regarding other cities' fees for a comparison. Scenarios was explained regarding purposes for the fees and CDD's numerous responsibilities with land use processes. All of which lead to the betterment of the community.

Gilbert reported on recent land use processes that required a lot of staff time (sometimes days/weeks), mailings, public notices, legal counsel and costs associated. Currently City charges a minimal or no fee at all for some applications. Gilbert stated the department will always go above and beyond to help the client. Some applications, such as for sub-divisions require a large number of staff hours working the developer. Unfortunately, there have been instances when the developer comes back with a major amendment, costing more staff time with minimal or no fees associated.

Gillham – CDD is getting an onslaught of demand and needs to be staffed appropriately to provide services. Recommendation is to consider Budget Committee's concerns about growing labor costs and find ways to get reimbursement for the fair proportionate share of planning costs for developments.

Previously, when contracted with Douglas County, they did all of the notices and mailings. CDD will now be responsible for those fees and processes.

Councilor Tomlinson agreed costs should be put on developers, suggests City try and recover some costs without discouraging people from coming into town. Suggests Staff research previous and current fiscal years' applications, look at time involved and costs associated, therefore providing a basis for the fees.

Councilor Luzier – Understand where CDD is coming from, don't want to overcharge, suggest starting out small, keep track, don't want to price ourselves out of it, but at least pay for the paperwork.

Councilor Stone – There should be certain fees, if developers make major changes they should be charged. Discussion continued regarding high SDC fees paid by new business developments. Gilbert explained the new infrastructure that comes with these new developments, using the example of sewer SDC's only costing \$128.50 that go very far in any development.

Elliott asked for direction from Council and if it's appropriate to work with Councilor Stone for input. It was by Council's consensus for Staff to move forward and bring back proposals. Suggested if County has a fee for a process, then City should be charging for that process, as well and/or can use them as a baseline.

- **Water Master Plan**

Staff Report – Gilbert summarized the Water Master Plan (WMP) and Water Management & Conservation Plan (WM&CP). Staff will be bringing an ordinance to Council for adoption of the WMP and resolution to adopt WM&CP. Elliott reported Dyer Partnership did the WMP and Adam Sussman did the water rights; that's why the documents are separate. These will be standalone documents but will also be as one.

#### **STRATEGIC PLAN UPDATE** (Reports in Council Packet)

- **Employee Handbook Update**

Gillham – This is part of the Strategic Plan. Will be asking a few Councilors, in the near future to be a part of this process before adopting updated policies in the Employee Handbook.

#### **REPORTS**

- Chamber of Commerce, Executive Director, Melissa Shreeve, introduced herself, stating she brings strength to the community. Her goal is to work with current Chamber Members and to grow the membership. Enjoys being here and will be meeting lot of new people. Would like to invite all to the Visitor Center for a Meet & Greet event Monday, April 30<sup>th</sup>, from 12 to 4pm, will then move to the Community Center for wine and hors d'oeuvres from 5:30 to 7pm.

Councilor Stone asked if Chamber is working on the business registration list. *Shreeve stated that is on the list.* Suggested when going out to meet the businesses that may be a good time to register them.

#### **ADJOURNMENT** –

With no further business meeting adjourned at 7:51pm.

Approved:

\_\_\_\_\_  
Jerry Gillham, City Manager

Respectfully submitted by,

\_\_\_\_\_  
Diane Harris, CMC, City Recorder

\_\_\_\_\_  
Todd McKnight, Mayor



# **PUBLIC HEARING**

## **State Revenue Sharing**



NOTICE OF PUBLIC HEARING BEFORE THE SUTHERLIN BUDGET COMMITTEE ON PROPOSED USES OF  
STATE REVENUE SHARING FUNDS

NOTICE IS HEREBY GIVEN that the Sutherlin Budget Committee will hold a public hearing on proposed uses of State Revenue Sharing Funds for the fiscal year July 1, 2018 through June 30, 2019. The hearing will take place on the 14<sup>th</sup> of May, 2018 at 7:00pm at Council Chambers, 175 E Everett Ave. The purpose of the hearing is to discuss with interested persons the proposed uses of State Revenue Sharing Funds by the City of Sutherlin. A copy of the approved budget, which contains the proposed uses of State Revenue Sharing Funds, may be inspected or obtained at 126 E Central Ave between the hours of 8:00am and 5:00pm beginning May 7, 2018.

## FORM LB-1

## NOTICE OF BUDGET HEARING

A public meeting of the Sutherlin City Council will be held on May 14, 2018 at 7:00 pm at Council Chambers, 175 E Everett Ave, Sutherlin, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2018 as approved by the City of Sutherlin Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 126 E Central Ave, between the hours of 8:00 a.m. and 5:00 p.m. or online at [www.ci.sutherlin.or.us](http://www.ci.sutherlin.or.us). This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Dan Wilson

Telephone: 541-459-2856

Email: [d.wilson@ci.sutherlin.or.us](mailto:d.wilson@ci.sutherlin.or.us)

## FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2016-2017	Adopted Budget This Year 2017-2018	Approved Budget Next Year 2018-2019
Beginning Fund Balance/Net Working Capital	5,041,015	7,820,000	8,186,300
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	4,932,456	4,994,000	5,401,000
Federal, State and all Other Grants, Gifts, Allocations and Donations	4,107,349	1,520,678	2,047,734
Revenue from Bonds and Other Debt	2,589,507	5,160,000	16,007,000
Interfund Transfers / Internal Service Reimbursements	4,829,700	6,132,100	4,732,900
All Other Resources Except Current Year Property Taxes	443,899	219,271	221,945
Current Year Property Taxes Estimated to be Received	2,673,303	2,752,000	2,800,000
<b>Total Resources</b>	<b>24,617,230</b>	<b>28,598,049</b>	<b>39,396,879</b>

## FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	4,006,299	4,527,912	5,123,892
Materials and Services	2,563,679	2,961,955	2,895,849
Capital Outlay	3,730,240	9,608,500	19,386,500
Debt Service	861,625	790,655	806,705
Interfund Transfers	4,829,700	6,132,100	4,732,900
Contingencies	0	3,002,535	4,359,390
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	8,625,687	1,574,392	2,091,643
<b>Total Requirements</b>	<b>24,617,230</b>	<b>28,598,049</b>	<b>39,396,879</b>

## FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM \*

Name of Organizational Unit or Program FTE for that unit or program			
Administration	755,653	776,428	868,973
FTE	7.0	7.0	7.0
Municipal Court	160,577	161,852	177,517
FTE	1.0	1.0	1.0
Police	2,074,871	2,451,593	2,480,671
FTE	16.0	16.0	17.0
Fire	1,446,393	1,662,643	1,811,431
FTE	3.0	3.0	5.0
Community Development/Parks & Facilities	1,339,702	1,219,762	1,096,202
FTE	3.0	3.0	4.0
Dial-A-Ride	178,606	140,693	148,292
FTE	0.0	0.0	0.0
Public Works - Operations	1,608,295	1,627,100	1,780,250
FTE	13.0	13.0	13.0
Streets	5,240,455	6,445,630	3,658,500
FTE	0.0	0.0	0.0
Water	4,096,608	4,669,671	5,303,700
FTE	0.0	0.0	0.0
Wastewater	5,166,126	7,678,520	19,919,670
FTE	0.0	0.0	0.0
Tourism	595,593	353,000	389,500
FTE	0.0	0.0	0.0
Non-Departmental/Non-Program	1,954,351	1,411,157	1,762,173
FTE	0.0	0.0	0.0
<b>Total Requirements</b>	<b>24,617,230</b>	<b>28,598,049</b>	<b>39,396,879</b>
<b>Total FTE</b>	<b>43.0</b>	<b>43.0</b>	<b>47.0</b>

## STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

State and Federal funding for wastewater treatment plant improvements. State and County funding for street maintenance. State funding for water treatment improvements.

## PROPERTY TAX LEVIES

	Rate or Amount Imposed 2016-2017	Rate or Amount Imposed This Year 2017-2018	Rate or Amount Approved Next Year 2018-2019
Permanent Rate Levy (rate limit 5.6335 per \$1,000)	5.6335	5.6335	5.6335
Local Option Levy	0	0	0
Levy For General Obligation Bonds	55,000	60,000	55,000

## STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$350,000	\$0
Other Bonds	\$6,706,538	\$0
Other Borrowings	\$6,163,066	\$16,007,000
<b>Total</b>	<b>\$13,219,604</b>	<b>\$16,007,000</b>



# **COUNCIL BUSINESS**





126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
Fax: 541-459-9363  
[www.cityofsutherlin.com](http://www.cityofsutherlin.com)

## City of Sutherlin

STAFF REPORT					
<b>Re: Fire Services Working Group Summary and Recommendations</b>				Meeting Date:	5/14/2018
<b>Purpose:</b>	Action Item <input checked="" type="checkbox"/>	Workshop <input type="checkbox"/>	Report Only <input type="checkbox"/>	Discussion <input type="checkbox"/>	Update <input type="checkbox"/>
<b>Submitted By: Jerry Gillham, City Manager; Mike Lane, Fire Chief, and Dan Wilson, Finance Director</b>				City Manager Review	<input checked="" type="checkbox"/>
<b>Attachments:</b> Resolution 2016.05; Agendas; Minutes; and Communications					

### WHAT IS BEING ASKED OF COUNCIL?

Watch a video and listen-to a special presentation describing a new fire services business model for the City of Sutherlin and consider adoption of Resolution 2018.05 in recognition and support of the Fire Services Working Group recommendations.

### EXPLANATION

With history behind us, please see the attached segment tabs. The text describes how this new assessment transpired. Additionally, we knew in 2015 that as a growing community, the demand to return to all medical calls, general emergencies, lift assist calls and public request calls would very soon become a necessity. Therefore, prior to continuing the “fire only” and “mostly volunteer” model, with a vacancy in the Fire Chief position, council asked that we take a look at what we are doing now, compare to where we would expect to be in the very near future and explore what that structure might look like in terms of staffing, skill-set of the Fire Chief and impacts to the budget. Mayor McKnight with the consensus of council established the Fire Services Working Group (FSWG). The FSWG met four times under the facilitation of a independent consultant (Rick Allen, bio in packet). Please see, in the attachments, FSWG Mission, agendas and minutes. After meeting #3, in which staff were asked to consider and bring back options to the FSWG to include side-by-side models of 2009, 2014 and 2017 we began an internal analysis of possibilities. In fact, in the communications, you will see where Chief Lane and the City Manager brainstormed models before Chief Lane left to go on a 3-month vacation. In Chief Lane’s absence, again after FSWG meeting #3, staff began preparing to hold a special internal meeting to respond to the request of the FSWG. After some initial brainstorming, we felt that if we could have members of the FSWG meet with us in our staff-meeting, we would then not be creating models or generating ideas that would seem forced-upon them. Therefore, on April 5<sup>th</sup> with the return of Chief Lane, we created a video and Chief Lane finalized a model we had brainstormed prior to his departure that was so unique and possibly ground-breaking that while as staff we felt it had enormous possibilities; members of the FSWG were needed to review and give their ideas at our staff meeting. So for our staff

meeting, we created what we called a “sub-committee” and shared the concept with mostly the citizen-members. After sharing his vision and showing the video to the sub-committee and considering their ideas, we then re-played this sub-committee/staff-meeting to the entire FSWG on April 26, 2018.

<b>OPTIONS</b>
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At the April 26, 2018 Fire Services Working Group meeting, it was the unanimous vote to recommend to City Council that City Council approve the new service model that incorporates four interdependent response elements. Both the FSWG and staff recommend adoption of Resolution 2018.05

<b>SUGGESTED MOTION(S)</b>
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Move to approve Resolution 2018.05 as presented and recommended by the Fire Services Working Group.



**RESOLUTION NO. 2018.05**

**A RESOLUTION ESTABLISHING A NEW CITY OF SUTHERLIN FIRE SERVICES MODEL  
AND PRESCRIBING OPERATIONAL MONITORING AND REPORTING MECHANISMS TO  
ENSURE YEAR-TO-YEAR SUCCESS**

**WHEREAS**, the City of Sutherlin created a citizen-driven Fire Services Working Group (FSWG) to analyze possible fire service operational models that would improve current service levels, remain within budget allocation and be sustainable over time; and

**WHEREAS**, after five meetings, supplemental staff research, and conducting staff/FSWG sub-committee research that included service-level examination, side-by-side model and cost comparisons while considering one specific possible alternative by city staff and the Fire Chief; and

**WHEREAS**, after the comprehensive analysis, viewing a proposal video by staff, considering the “specific proposal” by staff as compared to a “contracted-out, fire only” service model; and

**WHEREAS**, upon the unanimous vote of the FSWG; the City Council desires to provide direction to the City Manager to effectuate the fire service model as recommended by the Fire Services Working Group to include monitoring and reporting mechanisms as described in Exhibit “A”;

**NOW, THEREFORE, BE IT RESOLVED** by the City Council for the City of Sutherlin, as follows:

- Section 1. The City Council hereby accepts and approves the recommendation of the FSWG as described in Exhibit “A”.
- Section 2. The City Manager is directed to effectuate this new structure beginning July 1, 2018 and monitor and report back to the City Council the outcomes of these “monitoring mechanisms” on a bi-annual basis for three years.
- Section 3. On year-three of this new model (April 26, 2021) the City Manager shall convene members of the FSWG to receive a three-year report on the progress of this model and make further recommendations to City Council for continued improvement.

**PASSED BY THE COUNCIL ON THE 14th DAY OF MAY, 2018**

**APPROVED BY THE MAYOR ON THIS 14th DAY OF MAY, 2018**

APPROVED BY:

\_\_\_\_\_  
Todd McKnight, Mayor

**ATTEST:**

\_\_\_\_\_  
Diane Harris, City Recorder

## RESOLUTION NO. 2018.05

### Exhibit A

#### **Overview**

The council-appointed members of the Fire Services Working Group researched fire/emergency response issues facing local government today and with this knowledge, considered options the City of Sutherlin could adopt, and determined the best course of action for the City going forward in establishing a new service model that incorporates four interdependent response elements. These four response elements are: 1: Full-time paid staff (5), 2: Volunteers (16), 3: Existing city employees (14), and 4: Student Interns (4-6). Because of the uniqueness of this new concept and with no other similar structure to model and compare success benchmarks, and because of the known historical challenges the City has experienced in sustaining a long-term “full-service” mission; the Fire Services Working Group requires the establishment of specific matrices to be monitored and presented to council on an established schedule described in Resolution #2018-05 Sections 1-3.

**Produce a “Schedule of Record” that depicts both budget and key departmental actions with benchmark description and due-date for the following five areas of work.**

#### **1. Expectations:**

The Fire Chief, under the supervision of the City Manager, will:

- Restructure the fire department so that there will be one full-time, fully qualified firefighter/engine operator/EMT staff-member (Duty Officer) working in the fire station every day, 24-hours per day.
- Continue the active recruitment and use of volunteers and enact ongoing training that incorporates unified training of all paid staff, volunteers, city employees and student-interns.
- Establish a student-internship program. There will be two students, if possible (up to a maximum of 6), in exchange for tuition support and free housing supplied by the city. There will be one student on duty each and every day working in the fire station 24-hours a day. This student intern will serve as a first-responder providing support to the Duty Officer.
- Continue the active use of paid city employees from Public Works and City Hall as principally day-time first responders and off-hours “on-call” responders as needed and as per agreement.

#### **2. Organization**

- Combination Fire Department consisting of five paid employees, volunteer firefighters, crossed trained City employees, and student /interns.
- Fire Station will be staffed 24 hours a day, 365 days a year. Staff positions generally work a 40 hour workweek. Volunteer firefighters will respond as normal, when available. Cross-trained employed will respond as requested based upon the situation.
- Timeline: August 1, 2018

### 3. Finance

	Approved 2018-19	Estimated 2019-20	Estimated 2020-21
Personnel Services	\$ 823,831	\$ 865,023	\$ 908,274
Materials & Services	205,600	211,768	218,121
Transfer to Equipment Reserve	165,000	165,000	165,000
Total	<u>\$ 1,194,431</u>	<u>\$ 1,241,791</u>	<u>\$ 1,291,395</u>

### 4. Tactical Response

- Respond to all calls normally associated with a full service fire department. Fires, motor vehicle accidents, medical calls, public assists, gas leaks, etc.
- Specified desired skills: firefighter I, apparatus operator, EMT, Aerial Operator,
- Continue to train on firefighter skills but enhance training to include higher levels of training for more experienced staff, volunteers and employees (Incident Command, A/O, Aerial Operator)
- Timeline: August 1, 2018 with on-going training

### 5. Personnel Response

- Response times: Continually monitor, provide a bi-annual report to Council on response types, response times, and number of personnel responding.
- Timeline: Begin November 26, 2018 Council Meeting, then every six months thereafter



# City of Sutherlin

## FIRE SERVICES WORKING GROUP

### MISSION

To pause Fire Chief Hiring Process; suspend bias; establish fire service vision; examine and exhaust all possibilities; resolve, through factual analysis, the lingering questions regarding what is or could be THE ideal fire/life-safety business model for the citizens of Sutherlin

### **Committee:**

Councilors, Tomlinson, Vincent & Boggs; Firefighters, Allison Green & Dan McCormick, Business, Jerry Risk & Pat Fahey; Faith, Cystral Cunningham; Medical, Dr. Herscher, Education, Terry Prestiani & John Lahley; Staff, D. Wilson, D. Harris & IFC . Dawson.

**January 24, 2018**

**Library**

**5:30 – 8:30 P. M**

### **Agenda**

- |  |              |
|--|--------------|
| 1. WELCOME AND INTRODUCTIONS (10 minutes):     | Allen        |
| 2. OVERVIEW PURPOSE AND APPROACH (10 minutes): | Allen        |
| 3. CURRENT ORGANIZATION (30 minutes):          | Chief Dawson |
| 4. FINANCE (10 minutes):                       | Wilson/Chief |
| 5. BREAK: (10 minutes)                         | Allen        |
| 6. FIRE & EMS PARTNERS (45 minutes)            | Allen        |
| 7. INSURANCE SERVICES OFFICE/ISO (15 minutes)  | Allen        |
| 8. WORKING GROUP COMMENTS (15 minutes)         | Allen        |
| 9. PUBLIC COMMENTS (10 minutes)                | Allen        |
| 10. NEXT MEETING (5 minutes)                   |              |
| 11. Adjourn                                    |              |



# **FIRE SERVICES WORKING GROUP**

## **AGENDAS**

### **MISSION**

To pause Fire Chief Process; suspend bias; establish fire service vision; examine and exhaust all possibilities; resolve, through factual analysis, the lingering questions regarding what is or could be THE ideal fire/life-safety business model for the citizens of Sutherlin

### **Fire Services Working Group: First Meeting Purpose Statement**

After discussion with the hiring team regarding the selection of a new Fire Chief, it was believed that perhaps we needed to suspend the active search and re-examine all fire service possibilities. The team supposed that there may be a better way to strengthen our current volunteers in a different manner than paying city Public Works employees to be the solution in back-filling volunteer firefighter crews. Additionally, this newly formed department currently responds only to fire calls with very few medical response calls, which has been a hopeful additional service in the future. City Council subsequently determined that it was in the best fire/life/safety interest of the citizens of Sutherlin to suspend the hiring process of another full-time Fire Chief while a new team takes a fresh look at all practical and viable options. If after legitimate unbiased analysis, the current system of "fire only" service using city employees as primary support to volunteers is the best viable option, then we know with confidence that we should continue this level of service to our citizens for the long-term.



**City of Sutherlin  
Fire Services Working Group Discussion  
Wednesday, January 24, 2018  
Sutherlin Library – 210 E Central Ave.  
5:30pm – 8:30 p.m.**

**AGENDA**

- ❖ **WELCOME AND INTRODUCTIONS**
- ❖ **OVERVIEW OF PURPOSE AND APPROACH**
- ❖ **CURRENT CONDITIONS – SUTHERLIN FIRE DEPARTMENT**
- ❖ **FINANCE**
- ❖ **BREAK**
- ❖ **FIRE & EMS REGIONAL PARTNERS**
- ❖ **INSURANCE SERVICES OFFICE (ISO)**
- ❖ **WORKING GROUP COMMENTS**
- ❖ **PUBLIC COMMENTS (3 minute limit per person)**
- ❖ **FUTURE MEETING DATES**
- ❖ **ADJOURNMENT**

*If you have a disability that requires special materials, service, or assistance, please call 541.459.2856 at least 48 hours prior to the meeting to arrange for accommodations*



**City of Sutherlin  
Fire Services Working Group Discussion  
Tuesday, February 13, 2018  
Sutherlin Library – 210 E Central Ave.  
5:30pm – 8:30 p.m.**

**AGENDA**

- 1. WELCOME AND INTRODUCTIONS**
- 2. OVERVIEW OF FIRST MEETING**
- 3. INSURANCE SERVICES OFFICE (ISO)**
  - ❖ What is ISO?
  - ❖ What Do They Look For
  - ❖ How Do Ratings Impact Insurance Costs
- 4. WESTERN FIRE CHIEFS ASSOCIATION**
  - ❖ Trends & Changes Nationally / Regionally
  - ❖ How are They Impacting Fire and EMS Services
- 5. OREGON FIRE CHIEFS ASSOCIATION**
  - ❖ Trends & Changes in Oregon
  - ❖ How are They Impacting Fire and EMS Services
- 6. BREAK**
- 7. FIRE SERVICES IN OREGON OF SIMILAR SIZE CITIES (8,000 +/- POPULATION)**
  - ❖ Current Operations of Department
  - ❖ What Service Levels are Provided by Their Department
  - ❖ Trends and Changes the Department is Experiencing
- 8. ROUND TABLE DISCUSSION BETWEEN THE WORKING GROUP AND PRESENTERS**
- 9. PUBLIC COMMENTS (3 minute limit per person)**
- 10. ADJOURNMENT**

*If you have a disability that requires special materials, service, or assistance, please call 541.459.2856 at least 48 hours prior to the meeting to arrange for accommodations*



**City of Sutherlin  
Fire Services Working Group Discussion  
Tuesday March 6, 2018  
Sutherlin Library – 210 E Central Ave.  
5:30pm – 8:30 p.m.  
AGENDA**

**1. WELCOME AND INTRODUCTIONS**

**2. REVIEW OF PRIOR MEETING**

**3. COMPARISON OF SIMILAR SIZED CITIES**

Types of Departments Rural vs City  
Staffing Characteristics  
EMS Service Levels  
Fire Marshall and Prevention Services  
Student Intern, Sleeper or Resident Programs

**4. SUTHERLIN FIRE DEPARTMENT FINANCIAL OVERVIEW**

Current Costs of Operations  
Future Capital Costs  
Share of the Current City Budget in Total  
Cost Per Thousand Based on Current City Budget

**5. PUBLIC WORKS AS CROSS TRAINED FIREFIGHTERS PROGRAM**

How the program operates  
Base cost of the program and after hours cost (overtime or call back)  
Program Benefits and Challenges for the City of Sutherlin

**6. SUTHERLIN FIRE DEPARTMENT CURRENT SERVICE  
DELIVERY AND PERFORMANCE LEVELS (STATISTICS)**

Staffing Levels (Paid, City Staff and Volunteers)  
Training Certifications (DPSST)  
Response Times to Alarms (2017)  
Staffing Response to Alarms (2017)

**7. WORKING GROUP DISCUSSION**

Questions, Comments and Thoughts  
Next Step in Process

**8. PUBLIC COMMENTS (3 Minutes Each)**

**9. NEXT MEETING DATE MARCH 20 or MARCH 27**

**10. ADJOURNMENT**

*If you have a disability that requires special materials, service, or assistance, please call  
541.459.2856 at least 48 hours prior to the meeting to arrange for accommodations*





**City of Sutherlin**  
**Fire Services Working Group Discussion**  
**Thursday, April 26, 2018**  
**Sutherlin Library – 210 E Central Ave.**  
**6:00pm**

**AGENDA**

- 1. FSWG FOLLOW-UP FROM PREVIOUS MEETING**
  - ❖ Training
  - ❖ Fire Chief/Leadership stability
  - ❖ Previous models side-by-side comparisons
  - ❖ Bring back options for consideration
- 2. STAFF/SUB-COMMITTEE MEETING RE-CAP**
- 3. VIDEO**
- 4. CHIEF LANE - PROPOSAL**
- 5. DISCUSSION**
- 6. PUBLIC COMMENTS**
- 7. ADJOURNMENT**

*If you have a disability that requires special materials, service, or assistance, please call 541.459.2856 at least 48 hours prior to the meeting to arrange for accommodations*

# **FIRE SERVICES WORKING GROUP**

## **MINUTES**

### **MISSION**

To pause Fire Chief Process; suspend bias; establish fire service vision; examine and exhaust all possibilities; resolve, through factual analysis, the lingering questions regarding what is or could be THE ideal fire/life-safety business model for the citizens of Sutherlin

### **Fire Services Working Group: First Meeting Purpose Statement**

After discussion with the hiring team regarding the selection of a new Fire Chief, it was believed that perhaps we needed to suspend the active search and re-examine all fire service possibilities. The team supposed that there may be a better way to strengthen our current volunteers in a different manner than paying city Public Works employees to be the solution in back-filling volunteer firefighter crews. Additionally, this newly formed department currently responds only to fire calls with very few medical response calls, which has been a hopeful additional service in the future. City Council subsequently determined that it was in the best fire/life/safety interest of the citizens of Sutherlin to suspend the hiring process of another full-time Fire Chief while a new team takes a fresh look at all practical and viable options. If after legitimate unbiased analysis, the current system of "fire only" service using city employees as primary support to volunteers is the best viable option, then we know with confidence that we should continue this level of service to our citizens for the long-term.

**CITY OF SUTHERLIN**  
**Fire Services Working Group**  
**Sutherlin Library**  
**Wednesday, January 24, 2018 – 5:30pm**

**WORKING GROUP MEMBERS:**

President RL Allen Group, Rick Allen; City Councilor Tom Boggs; Administrative Director for Sutherlin Family Church Crystal Cunningham; Sutherlin Interim Fire Chief, Doug Dawson; Sutherlin Sanitary Service, Pat Fahey, Sutherlin Volunteer Firefighter, Allison Green, City of Roseburg Finance Director, Ron Harker; City Recorder, Diane Harris; Sutherlin Family Medicine, Dr. Luke Herscher; North Douglas School Superintendent, John Lahley, Sutherlin Deputy Fire Chief, Dan McCormick; Sutherlin School Superintendent, Terry Prestianni; Umpqua Plaza Car Wash, Jerry Risk; City Councilor, Travis Tomlinson; City Councilor, Seth Vincent

**CITY STAFF:**

City Manager, Jerry Gillham; Community Relations & Sr. City Recorder, Debbie Hamilton; Deputy Fire Chief, Avery Hazzard

**GUEST SPEAKERS:**

Kellogg Rural Fire District, Tom Bigart; Bay Cities Ambulance Operations Manager, Brian Burke; Douglas County Fire District No. 2 (DCFD2) Interim Fire Chief, Rob Bullock; Fair Oaks Rural Fire District Fire Chief, Allen Deaton; Oakland Rural Fire District Fire Chief, Bill Stearns

**AUDIENCE:**

Pam & Denny Cameron, Tadd Held, Floyd Van Sickle, Karen Meier, Dale Counts, Mike Flick, Rich LaBelle, John Dickey (News Review), Gary Fugate, Aaron Swan, Willie Caldwell, Jon Nichols, Wayne Ellsworth, Tom Shea, Cody Ferguson, Forrest Stone

Meeting called to order by Fire Services Working Group, Rick Allen at 5:30pm.

**OVERVIEW OF PURPOSE AND APPROACH**

Fire Services Working Group (FSWG) Facilitator, Rick Allen explained the purpose of the FSWG is to analyze City's current model and take an unbiased fresh look at viable options. Allen encouraged group members to provide free-flowing exchange of ideas, thoughts and questions. No decisions will be made; recommendations may be made to Council at a future date.

**WELCOME AND INTRODUCTIONS**

FSWG members were asked to introduce themselves and provide brief history of their background.

**CURRENT CONDITIONS – SUTHERLIN FIRE DEPARTMENT**

Sutherlin Interim Fire Chief, Doug Dawson, shared his career history and reported Sutherlin Deputy Fire Chief, Avery Hazzard, will provide a PowerPoint presentation explaining the Department's Organization, Emergency Response Statistics, Training, Apparatus, and Automatic and Mutual Aid agreements.

Questions & Concerns:

[Note: Some responses to questions will be provided at future meetings.]

- How often are cross-trained employees called out to respond?
- Differences between Firefighter I & Firefighter II Certification levels.
- What are the *average* response times?

Allen – Response times vary depending on the situation; examples were provided. *In 2017 – 9:33-minutes was the average “on-scene” time and 5:51-minutes was average “in-route” time for responses.*

- Fire Department currently does not have anyone trained to perform aerial operations? *Correct.* Am assuming costs are involved with the training? *No, there are 2 DPSST qualified instructors in the department; a portion of training is done on-line and then testing done by a Practical Evaluator.*
- What is the general life expectancy for a [fire] truck and cost of new one?

Allen explained life expectancy and replacement for equipment and apparatus.

*Dawson explained even though trucks may have low miles, when they are on scene, the engine and pumps are continually working. Therefore, the engine and pump hours factor in on replacements needs.*

- How do you track cross-trained volunteer's hours and how often are they called out?

*Hazzard explained processes involved; cross-trained volunteers are only called to respond "as needed" or for commercial/residential structure fires.*

Tracking methods for all training hours was discussed.

Allen – For a city with over 8,000 people and its demographics, this is a "full-serve city". It's important to discuss the amount of capital involved and current model city is using. When looking into the future, is this the best model, and can improvements be made?

- Concerns were voiced regarding the availability of volunteers, the background/hiring processes involved, and amount of volunteers recruited over the past year.
- What is the average amount of volunteers responding to a call? *Hazzard – Average for last year was 8, this includes paid staff and volunteers.*
- Concerns were voiced about the downward trend all over the country regarding recruitments, needing a strong structure to keep volunteers, but should not bank so heavily on how many active volunteers in departments because of that trend.

## **FINANCE**

City of Roseburg's Finance Director (prior Finance Director for Sutherlin), Ron Harker, explained he has not come prepared due to last minute request to participate. (Finance Director, Dan Wilson was unable to attend due to illness). Harker reported Public Safety Departments are dependent on tax dollars, and do not charge due to the nature of services they provide. Cities can only collect so much in property taxes. Discussion continued regarding the Fire Department's current budget.

Allen called for a 10-minute break at 7:05pm

Meeting resumed at 7:17pm

Allen provided a map to the FSWG showing the various district's service boundaries.

## **FIRE & EMS REGIONAL PARTNERS**

Regional guest speakers; Oakland – Bill Stearns, DCFD2 – Rob Bullock, Fair Oaks – Allen Deaton, Kellogg – Mark Bigart, and Bay Cities Ambulance – Brian Burke, shared the following information:

- Annual Budget, operating and bond levies
- Number of paid staff and volunteers
- Number of responses in 2017
- EMT's on staff and EMT calls
- Auto and Mutual Aid Agreements
- Vehicle age and inventory

Questions were asked and details provided throughout speakers' presentations:

- What is a "lift assist"? *Example: Residents without assistance who fall and need help getting up.*

ISO rating process was discussed; Allen reported the ISO Regional Manager will be attending the next FSWG meeting to provide a better understanding of the ratings. Sutherlin's current ISO rating – "3" is based off the evaluation when DCFD2 was operating City's Fire Department. Sutherlin has completed the pre-survey evaluation process, new rating will take place in 2018; date to be determined.

- Do EMT's have to be present to do the lift assists? *No.*

Bullock provided the ASA (Ambulance Service Area) history now overseen by Douglas County Planning Department. Medcom is the holder of this area's ASA; they have contracted with DCFD2, who has subcontracted the service to Bay Cities. The ASA bid award process takes place every 5 years, but allows for one 5-year renewal. The next bid process has been extended to 2023 rather than 2018.

- Currently our Ambulance Service is operated by DCFD2? *In a round-about way DCFD2 is essentially responsible, Bay Cities is not managed by DCFD2 however, they do report to them.*
- Is there an ambulance in the Sutherlin area 24/7? *Burke – Yes, at Calapooia Fire District Station. Burke explained processes involved with ambulance placement, dispatch and coverage.*
- Is there a charge for lift assists? *Burke – Yes, there is a charge to the individual. A lift assist is not considered an emergency, it's to assist. All area Fire Department/Districts respond to lift assists; but Sutherlin is the only department that is not the first responder.*

➤ What is the turn-around when responding to lift assists? **20 minutes or less.**  
Sutherlin established a "fire only" model, and contracted with Bay Cities for lift assists at \$60 per assist. After Bay Cities sub-contracted with DCFD2, they discontinued billing Sutherlin for that service. Allen reiterated this is why we are here, it's important to assess and decide if adjustments are needed. Discussion continued regarding EMS services provided by area agencies, automatic and mutual aid.

### **INSURANCE SERVICES OFFICE (ISO)**

Scheduled to attend next meeting.

### **PUBLIC COMMENTS**

- *Resident, Dale Counts*, spoke of concerns regarding the high cost of hiring paramedics, compared to have a "fire only" Fire Department.
- *Resident, Forest Stone* – Asked what Oakland and Fair Oaks Fire District's ISO ratings are. ***Stearns – Oakland is a 5; Deaton – Fair Oaks is an 8.***
- *Resident, Floyd Van Sickle* – Out of 11 cross-trained personnel, how many respond? ***Public Works Superintendent, Aaron Swan – All respond if called. What about after hours? Have not been called much after-hours; however, a good number have responded when called.***
- *Resident, Karen Meier* – Spoke of concerns regarding the cross-trained employees not being called out to fire calls in the last 6-months. Over \$100,000 was spent to train them; they also receive 15% incentive pay. That is a lot of money for not showing up at fires.

***Tomlinson – Need to know the numbers of volunteers that show up for the fires to warrant whether this is valuable or not. As we move forward with these meetings, and more information is brought before the group, it may answer some of the your [Meier] questions. To bring up the monetary amount City Staff is being paid to fight fires is pre-emptive before getting all of the facts.***

Meier voiced concerns with not having steady leadership in the Fire Department.

- *Resident, Pam Cameron* – Are Police Officers also cross-trained? ***Just Chief Mills now.*** What was the cost for training officers that are no longer active? ***It's not that they are no longer active; they don't work for the City any more.***

Allen – They were most likely trained with the Fire Department, however can find out those costs.

Cameron – How much recruiting is going on? ***Hazzard – Currently word of mouth, Facebook, and City Website. Department has not spent money advertising for recruitment.***

***Dawson shared his knowledge regarding the seriousness of getting and retaining volunteers across the country. There are a lot of factors involved. Mostly see student volunteers who train and move on towards career opportunities.***

Bullock – The biggest issue is we need the college to offer fully functioning Fire Science courses offered year around. All departments in this county would benefit.

- *Stone* – How old does a volunteer need to be? ***18, if under 18, cannot use power tools.***

### **FUTURE MEETING DATES**

Allen – Plan is to have meetings every 3 weeks, next meeting will be held on either February 13<sup>th</sup> or 15<sup>th</sup>.

Risk – The hot button of contention seems to be the cross-trained employees who are compensated. Thinks everyone here can agree we pay way too much for insurance. Training staff was a clever "stop-gap" measure. It's like killing the messenger; you can complain all you want about the cost of insurance until it's your house that catches on fire.

### **ADJOURNMENT –**

With no further business meeting adjourned at 8:40pm.

Respectfully submitted by,

---

City Recorder, Diane Harris, CMC

**CITY OF SUTHERLIN**  
**Fire Services Working Group**  
**Sutherlin Library**  
**Tuesday, February 13, 2018 – 5:30pm**

**WORKING GROUP MEMBERS:**

President RL Allen Group, Rick Allen; City Councilor Tom Boggs; Administrative Director for Sutherlin Family Church Crystal Cunningham; Sutherlin Interim Fire Chief, Doug Dawson; Sutherlin Sanitary Service, Pat Fahey, Sutherlin Volunteer Firefighter, Allison Green, City of Roseburg Finance Director, Ron Harker; Sutherlin Family Medicine, Dr. Luke Herscher; North Douglas School Superintendent, John Lahley, Sutherlin Deputy Fire Chief, Dan McCormick; Sutherlin School Superintendent, Terry Prestianni; Umpqua Plaza Car Wash, Jerry Risk; City Councilor, Travis Tomlinson; City Councilor, Seth Vincent

Not present: Tom Boggs, Crystal Cunningham, Pat Fahey, and John Lahley

**CITY STAFF:**

City Manager, Jerry Gillham; Community Relations & Sr. City Recorder, Debbie Hamilton; City Recorder, Diane Harris; Deputy Fire Chief, Avery Hazzard

**GUEST SPEAKERS:**

Insurance Services Office Regional Manager, Stephanie Ruscansky & Oregon Field Representative, Dave Hyland; Western Fire Chiefs Association CEO, Jeff Johnson; Oregon Fire Chiefs Association President, Tim Moor; Siuslaw Rural Fire Protection District Chief, Jim Langborg; Jackson County Fire District 3 Deputy Chief, Mike Hussey.

**AUDIENCE:**

Mark Bigart, Pam & Denny Cameron, John Dicky (News Review), Karen Meier, Jess Terral, Tadd Held, Brian Burke, Ron Bailey, Mike Grimes, Aaron Swan, Gary Fugate, Scott Guillen, Mike & Maria Buck, Cody Ferguson, Emily Blakely

Meeting called to order by Fire Services Working Group (FSWG), Rick Allen at 5:30pm.

**WELCOME AND INTRODUCTIONS**

Fire Services Working Group (FSWG) Facilitator, Rick Allen, asked members to introduce themselves. Allen introduced guest speakers (see above).

**OVERVIEW**

Allen reported he has talked to approximately 23 Fire Chiefs from Oregon cities of Sutherlin's like size. Findings will be discussed at the next FSWG meeting. Tonight's goal is to hear about the fire service trends across the country and in Oregon.

**INSURANCE SERVICES OFFICE (ISO)**

- **What is ISO**
- **What Do They Look For**
- **How Do Ratings Impact Insurance Costs**

Allen – ISO representatives are here to explain what ISO is, what they look for, and how ratings impact insurance costs. Sutherlin was last rated when Douglas County Fire District #2 (DCFD2) provided Fire Services. ISO will be re-rating the City in 2018. ISO Regional Manager, Stephanie Ruscansky, and Oregon Field Representative, Dave Hyland, were introduced. Ruscansky gave a PowerPoint presentation explaining the PPC (Public Protection Classification) program that measures public fire protection.

Points presented:

- ISO is an advisory organization and funded by the insurance industry.
- ISO was formed in 1971; insurance companies wanted a third party to do the ratings.
- PPC encompasses five things:
  1. Communication infrastructure (911 Center)

2. Placement of fire stations.
3. Fire Department's training, response times, etc.
4. Water supply used (tenders or hydrants).
5. Community risk reduction – Fire prevention programs offered to the community

Ruscansky explained the processes involved for the analysis which can take up to 6 months. This is a community evaluation, not just a fire department rating.

- A breakdown of the survey showing classifications numbering 1 through 10. Each classification means a different insurance premium. Survey results determine the ISO rates.
- All insurance companies, with the exception of State Farm Insurance, use the PPC System.
- Country wide average rating is a Class 5.
- Surveys are now done every 5 years.

Questions:

- What does a "4/9" rating mean? *Ruscansky – This is how the insurance industry interprets ratings, and has to do with hydrant distance. The first rating is based location within 1,000 feet of a hydrant; the second applies to properties located over 1,000 feet from a hydrant.*
- Ratings take into consideration if location is 5-miles from a station? *Yes, this also includes automatic aid partners.*
- Have there been changes in prioritizations since 2009? *Yes, there have been changes since Sutherlin was rated on its own in 1997. The Fire Suppression Rating Schedule was updated in 2013; intent is to update that document every 5 to 10 years as the industry changes.*
- Is there an opportunity to appeal a rating and/or fix issues to improve the rating? *Yes, if a grading indicates retrogression we will work with the community for up to 12 months before processing.*
- Each classification represents a different dollar amount for insurance. *Insurance companies set their own pricing, however generally there is a 5% difference between classifications.*

## **WESTERN FIRE CHIEFS ASSOCIATION**

- **Trends & Changes Nationally/Regionally**
- **How are They Impacting Fire and EMS Services**

Allen introduced Western Fire Chiefs Association CEO, Jeff Johnson. Johnson shared his career history that started in Sutherlin.

Details were provided regarding trends across the United States:

1. Community Paramedicine – A shift from response paramedicine to community paramedicine resulting in an interface with a doctor or physician's assistant, therefore 30 to 40% of transports are treated in home and released.
2. Co-operative Service between agencies.
3. Science Based Deployment – Having the ability to use science and data to provide maximum service in the least amount of time.
4. Shrinking volunteerism – This is a trend throughout the United States.
5. Influence of technology – In order to make responses quicker.
6. Increasing pension costs – A reduction of benefit levels and related cuts in the departments.

Johnson – You have to think of it like an insurance deductible. You may have a \$10,000, \$1,000 or a \$250 deductible; it's all about how much you want to spend and how much risk to expose yourself to. There is no community fully protected against all risks. Like the insurance deductible, every community makes a decision on what the covered risk and the unprotected risk will be. That is why no one can tell you the right thing to do. This also plays well into the ISO model.

Questions:

- Is Paramedicine a big expense, does it help cover costs or is it an added service? *That is an individual community decision and depends on the level of service you want to provide.*
- Do most communities provide paramedic services? *Not aware of any substantial community that doesn't have paramedic services, especially in Oregon.*

Johnson explained how technology plays a part in many communities.

- Allen stated there's no doubt EMS services are affecting most fire departments, most towns the size of Sutherlin are a full service city. How far should a fire department go in EMS services that can potentially triple calls? *Who provides it and how the billing works tends to be the issue, as well as, and level of services for the community and demographics involved.*

## OREGON FIRE CHIEFS ASSOCIATION

- **Trends & Changes in Oregon**
- **How are They Impacting Fire and EMS Services**

Allen introduced Oregon Fire Chiefs Association President & Redmond's Fire Chief, Tim Moor. Moor shared his career history and services the Oregon Fire Chiefs Association (OFCA) provides for its 433 members. OFCA has five active task forces to help organizations deal with issues:

1. EMS Task Force
2. Health Insurance – How to better serve Oregon fire services and provide health care plans.
3. Safety in Schools – First responder support.
4. Volunteer 360 – Deals with volunteers who receive compensations.
5. Building Codes Division – Building requirements that challenge fire services.

Moor shared a new program called "Round Table" for the following groups: Volunteers, Combination Chiefs (from both volunteer and career departments), Health and Safety, Career, and Water Rescue.

Regional Trends:

1. Single role paramedics
2. Consolidations of services/districts
3. Community paramedics
4. Ground emergency medical transport (GEMT) cost recovery program.
5. Technology

Changes and Challenges:

1. Volunteerism – A difficult struggle, Redmond has been able to maintain their program due to a local college's robust fire student program.
2. "Triple Threat" – PERS, insurance and the Oregon tax system.
3. Wildland Fire Deployment – Explained issues involved with meeting State of California's reimbursement requirements for Oregon's wild fire deployment services.
4. Vehicle Maintenance, leadership, admin support, employee turnover.

Moor shared information about BLS (Basic Life Support) and ALS (Advanced Life Support), Community Paramedic programs, and statistics involved. Redmond City Council mandated firefighters could not be hired unless they were also paramedics.

Questions:

- Does Redmond utilize a student program? *Yes, currently have 9 students who receive a \$3,000 stipend and there are GPA requirements, they are assigned to a specific shift and work side by side with the crews. This has proven to be a beneficial program and is essentially their volunteer program.*
- Are most of the students in the resident programs career bound and is there a struggle getting volunteers that are not career bound students? *Yes, the most important element is there needs to be the right leader (Chief) for the program. Details were provided.*

Moor reported throughout the west, it is an *extremely* thin pool of candidates for Fire Chief positions. There are compensations for shift level employees and for many it means a pay cut when moving up to Fire Chief, and taking on additional responsibilities.

"Volunteer 360" program was discussed; details were provided about requirements and issues involved.

Allen called for a break at 7:00pm

Meeting resumed at 7:15pm

## FIRE SERVICES IN OREGON OF SIMILAR SIZE CITIES

- **Current Operations of Department**
- **What Service Levels are Provided by their Department**
- **Trends and Changes the Department is Experiencing**

Allen introduced Jackson County Fire District #3 Deputy Chief, Mike Hussey and Siuslaw Rural Fire Protection District Chief, Jim Langborg.

Hussey provided a career history regarding Jackson County Fire District #3's (JCFFD) 8 Fire Districts and their demographics. JCFFD is a combination department with both career and volunteer firefighters. Four stations in the district are solely career with volunteer students, the other stations are all volunteer.



- Most of our volunteers are in the local colleges' student program seeking a fire career. They do not have many that are considered traditional volunteers not seeking the career.
- A resident volunteer program is available with 3 district stations housing families. Housing, water & sewer are provided, and resident pays their own electricity.

Questions:

- Is the Eagle Point Station staffed? *Yes, with 3 career members and a student. ALS service is at the location 24/7. Eagle Point has not always been part of JCFD's jurisdiction (details regarding the history was explained).* What is the goal for response time? *4 minutes or 6 minutes including dispatch processing time. JCFD brought a fully functioning Fire & Life Safety, Code Enforcement Plan and Review, and Fire & Life Safety Education program for Schools into Eagle Point. When the City operated the station, the Police Chief served as the Fire Chief.*
- Is Shady Cove part of the district? *No, but JCFD was providing administrative and financial oversight for them. They hired a part-time Chief, but they still provide financial oversight.*
- Gold Hill is in the district? *Yes, that is where our third layer student program is.*
- What are the criteria for the student program? *The program is sponsored by Rogue Community College (RCC), and initially administered by JCFD; Students must submit an application through RCC, and go through a testing process. A very thorough background investigation is conducted and evaluated. "We don't take putting a badge or a patch on someone lightly." JCFD pays \$5,150 towards their tuition.*

Hussey spoke of the benefits for the student, the district, and community.

- Do you find when you have paid people, volunteers tend to lose interest. *Yes, it's very important to keep them motivated. We also reward them for longevity by making a contribution into a deferred compensation program. Details were provided.*

Hussey explained JCFD doesn't hold the ASA (Ambulance Service Area), it is provided by Mercy Flights; however, the district does go to all medical calls.

- What is the success rate for students staying and students in the fire program that use this as a stepping stone to go to a different department, how many do you retain? *That is where the challenge is. We have a high success rate of them coming up through the program unless they get hired somewhere else.* Is it similar to your volunteer program where there is a core group and you're continually recruiting? *Yes, we have various volunteers, chaplains, tender operators (that only haul water), and emergency response volunteers.*

Jim Langborg provided a brief career history and information about Siuslaw Fire District's combination and primarily volunteer organization. Career staff is there to support the needs of the volunteers.

Operations & Service Levels:

- Langborg stated it is very common to have friction between career staff and volunteers and shared information on how it is dealt with.
- It is important to utilize a strategic plan that involves stakeholders in the community.
- The strategic plan is incorporated into their budget.
- Fact based decisions are used to determine the standard of coverage and level of service provided to the community.
- The district partners with the ambulance district and provides their admin services. Ultimate goal is to bring the two organizations together. This can also be beneficial towards the ISO rating.
- Utilizes the Community Paramedic MIH (Mobile Integrated Health) Program. (Details on the program were provided).

Questions:

- Does your district have 8 paid staff members? *Yes, we have 3 career Firefighters, a Recruitment and Retention officer (available through grant funds), Training Officer, Fire Prevention Captain and an Operations Chief.*

Langborg stated that not having a local community college to provide fire science classes is a challenge.

- Do you have other EMS employees? *We are working on partnering part-time with the ambulance district.*
- How many volunteers do you have? *Anywhere from 45 to 38 volunteers spread over 6 stations, 3 stations have living accommodations. Hiring a Recruitment & Retention Officer was critical in getting and keeping volunteers.*
- What is your budget? *Our operating budget is \$1.8 million, which includes several grants.*

Langborg shared details involved on partnering with Lane and Chemeketa Community Colleges for Fire Science Training.

- What percentage of calls is for EMS? *About 30%, when the EMS program is fully implemented we expect that to go up to 80%.*
- On a typical fire response call, how many volunteers respond? *It averages between 15 and 16 firefighters per structure fire with 4 to 5 units.* Do you count career with the volunteers for that total amount? *Yes, 75% of the time, on average, those 15 to 16 people are the volunteers.*

Discussion took place regarding the "Standard of Coverage" (referred to as 1710 & 1720) and criteria involved. Differences between volunteers and career departments different levels of service was explained.

- Are volunteers held at a different standard than the career? *Yes, but have the opportunity to achieve the higher standard. (Details were provided).*
- Do all 6 stations train together? *As much as possible, the training is also incorporated into a task book; therefore they are all trained consistently.*
- Do they get overtime after 40 hours? *Yes.*

### **PUBLIC COMMENTS**

Resident, Karen Meier spoke of her concerns of not having a plan now, sticking with the original plan or having a full-time Chief. Felt that the volunteers have not been treated well during budget meetings, feels the volunteers need to feel important, they love what they do for this community.

### **NEXT MEETING DATE**

Next meeting's discussion will include the Fire Department's finances, response time statistics, and cross-trained employee's presentation. After a brief discussion, it was decided the next FSWG meeting will be held Tuesday, March 6, 2018 at 5:30pm in the Library Meeting Room.

### **ADJOURNMENT –**

With no further business meeting adjourned at 8:25pm.

Respectfully submitted by,

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City Recorder, Diane Harris, CMC

**CITY OF SUTHERLIN**  
**Fire Services Working Group**  
**Sutherlin Library**  
**Tuesday, March 6, 2018 – 5:30pm**

**WORKING GROUP MEMBERS:**

President RL Allen Group, Rick Allen; City Councilor Tom Boggs; Administrative Director for Sutherlin Family Church, Crystal Cunningham; Sutherlin Interim Fire Chief, Doug Dawson; Sutherlin Sanitary Service, Pat Fahey, Sutherlin Volunteer Firefighter, Allison Green, City of Roseburg Finance Director, Ron Harker; Sutherlin Family Medicine, Dr. Luke Herscher; North Douglas School Superintendent, John Lahley, Sutherlin Deputy Fire Chief, Dan McCormick; Sutherlin School Superintendent, Terry Prestianni; Umpqua Plaza Car Wash, Jerry Risk; City Councilor, Travis Tomlinson; City Councilor, Seth Vincent

Not present: Terry Prestianni

**CITY STAFF:**

Community Relations & Sr. City Recorder, Debbie Hamilton; City Recorder, Diane Harris; Deputy Fire Chief, Avery Hazzard

**GUEST SPEAKERS:**

Sutherlin Public Works Superintendent, Aaron Swan.

**AUDIENCE:**

Peggy & Collin Frazier, John Dickey, Rich La Belle, Gene Fisher, Mark Bigart, Tadd Held, Rick Murphy, Mike Buck, Tom Shea, Michelle & Wayne Ellsworth, Amy Rice, Karen Meier, Pam Cameron, Shawn McHaffie, Kristi Gilbert, Becky Wattles, Alden Standley, Kaitlin Smith

Meeting called to order by Fire Services Working Group (FSWG), Rick Allen at 5:35pm.

**WELCOME AND INTRODUCTIONS**

Fire Services Working Group (FSWG) Facilitator, Rick Allen, asked committee members to re-introduce themselves.

**REVIEW OF PRIOR MEETINGS**

FSWG members were encouraged to ask questions and have open communications/dialogue. Previous meetings' overview: Department's current model, equipment needs and costs associated, various fire and ambulance services trends both locally and statewide, ISO (Insurance Services Offices) ratings, Sutherlin's current rating, and volunteer recruitment/retention issues nationwide.

Sutherlin Fire Department statistics and cross-trained employee model will be presented tonight.

**COMPARISON OF SIMILAR SIZED CITIES**

A PowerPoint presentation showing a comparison of services for "like sized" cities was provided:

- **Types of Departments Rural vs City**
- **Staffing Characteristics**
- **EMS Service Levels**

Allen spoke of concerns that Sutherlin is not automatically dispatched during EMS calls compared to all other cities/districts of like size. When 911 is called, an ambulance is dispatched; Sutherlin Fire Department is then called only *if needed*.

- **Fire Marshal and Prevention Services**

State of Oregon will assist with inspections for schools, nursing homes, etc. however, they are not the fire inspection agency for commercial businesses. Allen explained most communities have a licensed/certified inspector; Sutherlin does not provide Fire Marshal services.

- Sutherlin Deputy Fire Chief, Avery Hazzard – A license is not required to do "mercantile" inspections. The State Fire Marshal puts on a 1 or 2 day class; afterwards a "line guy" can become certified and do inspections. Administration needs to set up a program with guidelines and

volunteers, and 41 cross-trained employees (training completed during second half of FY) responded with an average of 4.72 per response.

### **WORKING GROUP DISCUSSION**

#### **• Questions, Comments and Thoughts**

Allen asked the group, as a whole, what additional information and the direction they would like to go. Suggests bringing back a slate of several options to discuss that will ultimately be brought to Council for consideration.

- One component missing that hasn't been discussed is the legitimate option of bringing Fire District #2 back (FD2).

Harker was asked to gather information regarding FD2's previous service to the City.

- It's also important to find out what City spent during the time FD#2 was here. ***Boggs – Don't feel the amount spent then will be beneficial; they were giving us a deal for various reasons.***

Harker also added that at that time, there was nothing addressed or set aside for equipment replacement. Through further discussion it was decided the data on previous costs while contracted with FD2 would not be brought back to the group.

- Sutherlin is going to grow; businesses coming into the area will look at city services, and how that will affect their insurance rates. Need to jump in the direction that is prudent for the future.
- Would like to re-review ISO ratings and how they are determined
- Need to look at what would make Sutherlin a safe place to live and for businesses to locate here. Am grateful for our current Fire Department, but what would it look like staffed appropriately instead of maintenance mode. Dream big.
- Determine what we want, have coverage 24/7, and ability to cover all bases during worst case scenarios.
- It's easy to get bogged down with everything, discuss what we have to have and where we want to be.
- Believe a lot of public influence skewed things; as these meetings have progressed, our goals are becoming clearer to them. We may be sitting on a jewel and don't realize it. Just need to figure out how to implement it and make that process work for everybody. Feels we can come up with a positive plan that's within budget, keeps the community safe, and improves responses. Need to come together as one big unified group.
- What you want and what you can afford are two different things. Concerned FD2's rate may be double what we're paying now and will still not having the ability to put funds towards equipment replacement.
- If going to rely so heavily on volunteers, need to be more intentional on how we manage, recruit, and take care of them.
- If somebody has an idea for options can email Allen with a breakdown and format.
- There will be resistance from those outside of this group against this process. May not understand we are doing the best job for the City. Feels cross-trained model is a good prospect.

Allen – Believe this group is genuine, cares about the community and is trying to do this the right way. Cannot worry about the negative comments from the outside.

- This is a working group to bring up conversation, learn, figure out where we're at, and look at the facts to see what direction to go.

#### **• Next Step in Process**

Allen stated he will summarize coverage discussed by the group, a student programs and costs involved, 24/7 coverage, and rough costs and stats of FD2. The group are to bring back options to discuss.

### **NEXT MEETING DATE**

Next meeting date is scheduled for April 3, 2018 at 5:30.

### **PUBLIC COMMENTS**

- Kellogg Fire District Chief, Mark Bigart – Numbers presented earlier do not include automatic and mutual aid responses. Everyone in the county uses it, don't forget your auto and mutual aid, those are big numbers.
- Previous Interim Fire Chief, Rich LaBelle – Hired by the City in 2014 to put current model together. 10 fire personnel put together about 10 different scenarios for this department.

- 10 volunteers would cost \$45,000, compared to \$1million for 10 paid personnel.
- Are you doing this because a lot of businesses are burning down? **Tomlinson – As a previous business owner, am aware of some safety situations. Need to have the ability for safety inspections.** Absolutely, can report concerns to the Fire Department for building safety inspections.
- There is the ability to lease rather than purchase fire equipment.
- How many “actual” structure fires have you had [last year]? **Less than 4.**
- There is 8,000 people in 5-square miles here, a huge arena for recruitment and retention of volunteers. Need a full time recruiter, whether it be through a grant, or county, etc.
- Suggests challenging the business owner that announced tonight he has personnel that can be recruited.
- Even large departments call for mutual aid, it’s about risk benefit.
- Previous Volunteer Firefighter trainer, Gene Fisher – A statement made tonight was that fire inspection of commercial buildings was required, by whom? **Allen – ISO has increased that as part of their point scoring.** It’s for points, but isn’t required.
  - Since department’s inception in 2014, vision has changed at least 3 times. Need some sort of consistent leadership; cannot go into a long term vision that way. Need to keep Chief recruitment open for at least 6 weeks, rather than previous recruitment of 3 weeks.
  - Inclusion of cross-trained employees is very positive, need to stress how critical it is for employees and volunteers train together and become a team.
  - What type of energy is put into an active recruitment plan? **Question is noted.**
- Resident, Karen Meier – Would like to address question brought up regarding cost of FD2 services. From previously contracted calculations it would cost City \$96,756 to have FD2, as opposed to current \$1.1 budget. Money being set aside for the capital improvements has to be backed out. As part of the contract, FD2 did not put money aside for future equipment replacement; that is why existing equipment was in such bad shape. Will spend approximately \$868,000 this year; including costs for cross-trained employees – feels that is a deal. Feels one of the problems has been inconsistent leadership.
- Resident and FD2 Firefighter, Rick Murphy – Agrees with Meier; can see just from tonight’s meeting it is a leadership thing, which is sad. When you have fences in an organization you don’t have leadership or bridges.
  - Why is cross-trained employees that city is getting such a good deal on, not on first alarm assignment? There is no questions, have always been taught, it’s easier to cancel resources than to call them later.
- Douglas County resident and local fire department employee, Amy Rice – Have 20 years of response time data experience. Would be willing to offer my services, free of charge (off duty from paid position), to assist the group with response times. It’s important to compare “apples to apples”. Feels her knowledge and experience could be very valuable to the group.

#### **ADJOURNMENT –**

With no further business meeting adjourned at 9:14pm.

Respectfully submitted by,

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City Recorder, Diane Harris, CMC

**CITY OF SUTHERLIN**  
**Fire Services Working Group**  
**Sutherlin Library**  
**Tuesday, April 26, 2018 – 6:00pm**

**WORKING GROUP MEMBERS:**

President RL Allen Group, Rick Allen; City Councilor Tom Boggs; Administrative Director for Sutherlin Family Church, Crystal Cunningham; Fire Chief, Mike Lane; Sutherlin Sanitary Service, Pat Fahey, Sutherlin Volunteer Firefighter, Allison Green, Sutherlin Family Medicine, Dr. Luke Herscher; North Douglas School Superintendent, John Lahley, Sutherlin Deputy Fire Chief, Dan McCormick; Sutherlin School Superintendent, Terry Prestianni; Umpqua Plaza Car Wash, Jerry Risk; City Councilor, Travis Tomlinson; City Councilor, Seth Vincent. (Excused: John Lahley and Crystal Cunningham)

**CITY STAFF:**

City Manager, Jerry Gillham; Finance Director, Dan Wilson; Community Relations, Debbie Hamilton; City Recorder, Diane Harris; Fire Chief, Mike Lane

**AUDIENCE:**

Kimberly Tomlinson, Annette Lane, John Dickey (News Review), Mike & Karen Meier, Gary Fugate, Floyd Van Sickle, Emily Blakely, Aaron Swan, Bill Stearns, Brian Burke

Meeting called to order by Fire Services Working Group Facilitator (FSWG), Rick Allen at 6:02pm.

**FSWG FOLLOW-UP FROM PREVIOUS MEETING**

Allen provided a recap summarizing the 3 previous FSWG meetings. The agenda for tonight's meeting will provide the following information:

- **Training Fire Chief/Leadership Stability**
- **Previous Models Side-by-Side Comparisons**
- **Bring Back Options for Consideration**

**STAFF SUB-COMMITTEE MEETING RE-CAP**

City formed and held a staff/sub-committee meeting. Allen read a statement responding to issues brought to the City's attention regarding the meeting:

- When this issue was brought to our attention we immediately consulted the City Attorney's office;
- We have been advised that it is not clear any public meeting violations occurred but be assured at no time did the participating council members make or deliberate towards making a decision;
- To be clear, the meeting in question was a staff meeting, and the attendance of certain members of this committee at the staff meeting was an attempt to make sure there was as much inclusion as possible – we were not attempting to exclude anyone from the process;
- The purpose of having those members in attendance was to provide advice to staff so that staff was not thought of as creating options by themselves and instead, especially including citizen-members of working group in helping to collaboratively brain-storm ideas for the next meeting;
- To continue with the theme of inclusion, we are going to recreate the staff meeting here tonight with the full committee and the public in attendance;
- We have been advised by the City Attorney's Office that these steps will not only assist with our desire for inclusion, but they will also cure any unintentional violations that might have occurred.

Seth Vincent reported ideas and thoughts during the meeting were expressed about leadership, bringing volunteers together, as well as, providing a litmus test for Lane's proposal. Lane shared some ideas before leaving on vacation last winter, but there was not enough time to compile and present them to the group before leaving. A video was shown on how the current model can work for the department.

Travis Tomlinson asked the committee if they had ideas/options to share, would like a full view to be discussed. The group decided to watch the video and bring options forward for discussion after.

## VIDEO

A short video was created to help explain cross-trained employee's role and value to the Fire Department. Lane reminded everyone this is just a portion of his proposal. The volunteer firefighters are integral to the success of the department; the video was not trying to exclude them.

## CHIEF LANE – PROPOSAL

Lane summarized things to consider regarding his proposal and provided a PowerPoint presentation.

- Need to look at the level of service to provide;
- Need to look at costs;
- How many people do we have that can respond to a call at any given time;
- What do we get with different proposals?

The city is growing; need to come up with a model that is acceptable to the broadest range of the population and also gives flexibility. During their last meeting, FSWG requested comparisons from past and current fire models. Lane provided comparisons, services, and new structural overview during his PowerPoint presentation. Concerns regarding stability of the department have been voice among the community, Lane reported he is the Fire Chief and will be around for a while. He applauds everything that has taken place since City took over the department in 2014. Lane explained his proposal adding it will provide a higher level of service for the lowest amount of money:

- Hire 2 additional full-time Firefighters;
- Provide public assists;
- Lift assists; and
- EMS first response.

The model will provide quicker response times with approximately 41 available to respond. If at least 10-15 respond from that pool consistently that would be considered a very good level of service for a city this size. Lane reiterated the importance of having input from the group.

- What level of training would the new firefighters have? *If approved, first focus is to hire 1 firefighter, 2<sup>nd</sup> firefighter will be hired soon after. Those on engines will be EMT's. Minimum requirements will be for upper level positions and testing will be done to determine qualifications.*
- What type of admin support does Police Department provide? *Police Office Supervisor performs some administrative duties for approximately 1-2 hours per week.*
- What is planned for student interns, will they live at the station, have tuition paid, etc.? *We will provide tuition assistance; students will have to maintain a certain GPA, pull shifts, and will have a place to live.*
- How many "upon request" calls does the department respond to each month? *About 10, proposal is to run "first response" calls; a level of service Sutherlin should be providing to the citizens. This will increase the total of number of calls from around 300 to 1,000-1,200 per year. Am okay with that, if at least one life is saved by providing that service that's what it's all about.*
- Will EMS Service be provided by the full-time staff? *Yes, they will be EMT's.*

Tomlinson expressed the importance in realizing volunteers are a huge proponent of this structure.

- Does lift assist service provide revenue? *No, there was a time when various entities discussed ability to generate revenue for the service, however it was never done.*

Time-lines and goals will be established; Lane noted this will not happen overnight.

- What are your top 3 priorities on the list for services to provide? *Besides EMS, Fire investigations, advanced life support, and business inspections. Time-line to achieve this? Most likely by the end of December.*

Allen – 2 full-time firefighters have been added, but \$1.1 million budget hasn't changed, what adjustments have been made? *We reviewed the budget line item by line item. In 2014 & 2015 department's expenses were very high due numerous start-up costs for equipment, turn-outs, apparatus repairs, etc. Have looked at current supplies and needs, and eliminated ladder truck purchase. Department already owns one, do we really need a replacement or can we get by with using one from a nearby agency? ISO may also state we don't need one. Reducing materials/services and capital replacement allowed for the ability to hire 2 additional firefighters.*

Allen asked for input, ideas, and options from the group regarding Lane's proposal.

Tomlinson reiterated the importance of looking at all options and acknowledging citizens' concerns regarding costs and validity. Even though there is a belief there are less fires due to today's fire safe



structures, Sutherlin is an older community with old buildings. Tomlinson shared an option for an “all-volunteer” department stating he wants to make sure the group covers every angle and doesn’t only go down one path. This option is strictly financial and not about service:

- This model would be a fire services contract with the volunteers;
- volunteers would assume all responsibility and liability;
- City would not be involved other than overseeing the volunteer program;
- there would be a small budget to assist in administration and overhead;
- this model is a huge cost savings to the City;
- there would be no paid staff;
- volunteers would be responsible for finding their own chief; and
- it would be a “fire only” model.

Jerry Risk commented in theory it sounds great; but, no matter how many volunteers you have, there needs to be someone trained at the level of a director.

Tomlinson stated he is not 100% for this model but there could be a savings of around \$750,000.

Pat Fahey questioned if the savings would be that great and what would we get for the reduced costs?

Herscher reported while growing up Sutherlin, he remembers the department was 100% volunteer and it was top notch. He could and would have a lot of faith in that program again.

Tomlinson reported findings per his discussion with City Attorney, Chad Jacobs:

- The volunteers would have to form an association;
- would have to prove they have the means to do it and would have to go through legal processes;
- would assume all risk and liability for fire services;
- City would be out of the fire business; and
- With this process, due to the amount of dollars involved, there is a chance it would require a bid process. Therefore, opening it up for other agencies to bring in another type of model.

Who would own fire equipment? ***City, there would be a contract with upkeep and maintenance clauses.***

Vincent – Population, demographics, and times have changed, if community wholeheartedly says that is the direction to go, would have full faith in that model. Is concerned with how many volunteers would be available. Discussion continued regarding sacrifices community would have to make with this model as opposed to Lane’s proposal.

Terry Prestianni - As a school superintendent, have concerns regarding the districts buildings, they are some of the largest and oldest in the city and most difficult to fight.

## **DISCUSSION**

Herscher – The proposed model utilizes a big portion of the volunteers/employees. It is vital to utilize volunteers and their comradery and pride, Lane’s model is accountable for community safety.

Discussion continued about the importance of volunteers and cross-trained staff working together as one department. It’s up to the Fire Chief, Council, and Budget Committee to make sure costs are kept in line. If over-staffed, can cut back or make adjustments regarding the cross-trained employees.

Prestianni suggested having a matrix to measure the chosen program’s success and review it in 3 years.

Allen confirmed the group’s opinions; adjustments and re-evaluations may be needed as time goes on. With the proposed model, there will certainly be faster response times and more service to the community.

Herscher – Feels Lane’s proposal is a perfect solution; it has direction from the top providing organization/training, opportunities for kids in our community, and funds to maintain top notch equipment. It’s a great utilization of all resources.

Deputy Fire Chief, Dan McCormick – Have been through this cycle, this is the next step of getting better at what you do. Lane’s proposal is a good, cost-wise model for the community; you can’t do it for nothing. It won’t happen overnight, give us a chance to build it.

Volunteer Firefighter, Allison Green agreed with McCormick, feels the Chief has done a great job with his recommendations. Spoke of concerns regarding comments about “professionalism”; all volunteers maintain this at all times.

Allen felt the group is ready to present their recommendation at next Council meeting (May 14<sup>th</sup>). He has not heard any opinions against Lane’s proposal.

Boggs – Am not totally in favor of the plan’s because of the continuing costs; but, believe we owe it to our citizens to provide the best service we can and as inexpensive as possible. Even though some say we only have a few fires a year, if it was my fire, I am concerned there would be enough responding. We have a lot



of old buildings and houses in town. If it costs a little bit now, should try to pay it. See how it goes, may have to cut back on the cross-trained employees.

Discussion took place regarding the positives benefits regarding the return of the student program.

Vincent – We are committed to providing the best service to the community. If we get more volunteers, we can scale back or eliminate the cross-trained portion of the program. We are not locked into it.

Allen spoke in support of the proposed model, can always re-evaluate and make necessary changes. City is very conscience of the money side. Suggest a motion for the record regarding the proposal.

**MOTION** was made by Fahey to accept Chief Lane's proposed model; second by Herscher.

In favor: Vincent, Prestianni, Herscher, Boggs, Green, Fahey, Tomlinson, and Risk.

Opposed: None

Motion carried unanimously

Gillham provided a summary explaining FSWG and Chief Lane's input throughout this whole process. FSWG will make a formal recommendation to Council, Staff will create a resolution for Council's consideration to include monitoring the program on a year-to-year basis, and to bring back a summary the 3<sup>rd</sup> year. Want to make sure Council supports the recommendation and resolution before the budget is adopted (same meeting).

In closing, Allen spoke to the group regarding the outcome of their decision, through the group's open and clear minds, giant strides have been made. Not everyone in the community will agree, but this group represents a mixture of the community.

Vincent suggested setting up a structure with a mission and statement and document everything, therefore providing the ability to continue moving forward with a solid foundation.

Lane stated, as Chief, he will always provide an annual department report. The Standards of coverage/deployment plan defining the fire department needs to be update and approved by Council.

### **PUBLIC COMMENTS**

- Resident, Karen Meier spoke of concerns regarding the \$1.1 million budget and provided various costs and numbers, felt the department will actually be over budget. Having the ability to cut back or eliminate cross-trained employees cannot be done it is not in the agreement. Tomlinson disagreed, stating it is included in the agreement. Gillham read a portion of the contract supporting eliminations in the cross-trained program can be done at any time. Gillham added that Meier has been questioning his honesty regarding the contract for months.

Meier shared an article regarding today's Fire Departments, costs involved and the need for more volunteer departments. Spoke of concerns with Lane's proposal and feels City cannot afford it.

Risk asked Meier to provide copies for the group on how she derived at the numbers she quoted during her comments. Meier only stated "the numbers are in the budget".

Herscher responded stating this plan is a bigger cost savings than what Fire District #2 would provide. Feels Meier should give this program a chance to prove itself. Meier cited reasons for staying a volunteer department. Feels the City should have allowed the volunteers to prove themselves.

- Fair Oaks Fire Dist. Volunteer, Emily Blakely – Would like to hear comments about the benefits of mutual aid. Feels there are a good number of volunteers who respond from other districts.

Green – Automatic aid from all of the districts has been excellent; the Fire Department depends on them.

Allen confirmed that automatic aid will still be needed for support.

### **ADJOURNMENT** –

With no further business meeting adjourned at 8:01pm.

Respectfully submitted by,

---

City Recorder, Diane Harris, CMC

# **FIRE SERVICES WORKING GROUP**

## **COMMUNICATIONS**

### **MISSION**

To pause Fire Chief Process; suspend bias; establish fire service vision; examine and exhaust all possibilities; resolve, through factual analysis, the lingering questions regarding what is or could be THE ideal fire/life-safety business model for the citizens of Sutherlin

### **Fire Services Working Group:** **First Meeting Purpose Statement**

After discussion with the hiring team regarding the selection of a new Fire Chief, it was believed that perhaps we needed to suspend the active search and re-examine all fire service possibilities. The team supposed that there may be a better way to strengthen our current volunteers in a different manner than paying city Public Works employees to be the solution in back-filling volunteer firefighter crews. Additionally, this newly formed department currently responds only to fire calls with very few medical response calls, which has been a hopeful additional service in the future. City Council subsequently determined that it was in the best fire/life/safety interest of the citizens of Sutherlin to suspend the hiring process of another full-time Fire Chief while a new team takes a fresh look at all practical and viable options. If after legitimate unbiased analysis, the current system of "fire only" service using city employees as primary support to volunteers is the best viable option, then we know with confidence that we should continue this level of service to our citizens for the long-term.

## Jerry Gillham

---

**From:** Jerry Gillham  
**Sent:** Monday, September 25, 2017 4:11 PM  
**To:** Allison Green; Pat Fahey; Tom Boggs ([t.boggs@ci.sutherlin.or.us](mailto:t.boggs@ci.sutherlin.or.us)); Seth Vincent; Travis Tomlinson; Dan McCormick  
**Cc:** Dan Wilson ([d.wilson@ci.sutherlin.or.us](mailto:d.wilson@ci.sutherlin.or.us)); Diane Harris; [rlallen@rlallengroup.com](mailto:rlallen@rlallengroup.com); Michael Lane; Debbie Hamilton  
**Subject:** RE: Fire Services Working Group and Community Facilitator  
**Attachments:** FSWG Rick Allen.pdf

---

**From:** Jerry Gillham  
**Sent:** Monday, September 25, 2017 4:04 PM  
**To:** Allison Green; Pat Fahey; Tom Boggs ([t.boggs@ci.sutherlin.or.us](mailto:t.boggs@ci.sutherlin.or.us)); Seth Vincent; Travis Tomlinson; Dan McCormick  
**Cc:** Dan Wilson ([d.wilson@ci.sutherlin.or.us](mailto:d.wilson@ci.sutherlin.or.us)); Diane Harris; [rlallen@rlallengroup.com](mailto:rlallen@rlallengroup.com); Michael Lane; Debbie Hamilton  
**Subject:** Fire Services Working Group and Community Facilitator

After conferring with Mayor McKnight, we now have the appointed members and staff assignments as included in the revised agenda as attached.

Also attached is the Bio and Resume of our Community Facilitator Mr. Rick Allen.

Mayor McKnight reassessed his role and decided best to step aside and include two new councilors with a veteran councilor (Boggs). We both felt that bringing in another experienced long-serving firefighter as outsider and the facilitator was perfect in respect to the mission of the working group.

I also clarified the agenda with item #6. All meetings from the beginning were to be public, we knew that once we transitioned my Hiring Committee into a Mayor-appointed committee on behalf of council they were to be public. However, the way #6 was written, it could give one the impression that we were going to meet and then move into public meetings but again, the intent was to, while meeting on some select days that there would also be these alternative meetings in a forum-like session.

This is a council-driven initiative where new members of council have a desire to fully consider all possibilities for a fire service business model before proceeding with hiring a new F-T Chief. There is nothing that I am aware of that any individual on council has a hidden agenda to do anything except to research all possibilities based upon the community's desired level of service compared to what we can afford.

Chief Lane and Mr. Allen as long-serving fire executives have the core task as helping us get unquestioned facts and truthful data-points for you all to consider in making any recommendations. It seems that Shakespeare's "truth will out" is appropriate here.

My role with this group will be minimal. I will serve only a staff support ensuring the group has the resources to execute the mission. Please do not hesitate to contact me, Chief Lane or Mr. Allen with any ideas you may have leading up to your first meeting which I would anticipate sometime in mid-October. Mr. Allen's contact information is in the attached Bio and Resume and you already know where Mike and I sit on a daily basis.

VR/jg



## Richard (Rick) L. Allen

384 SW 5<sup>th</sup> Street, Madras, OR 97741

Phone 541-815-4380 Email: [rlallen@rlallengroup.com](mailto:rlallen@rlallengroup.com)



Successful business entrepreneur with a significant background in the public sector in managing districts, city and county organizations. Knowledgeable of regional, state and national stakeholders that will be necessary to facilitate the building of the foundation for future success. Skills in working with various types of people toward a shared vision and common goal while bringing along those not necessarily supportive. Enjoy working on the nuts and bolts of issues and understanding their importance while taking a look at the larger long term picture. Primary skills and capabilities include:

**Management:** Extensive experience in all levels of business and local government. Managed employees on a daily basis as a business owner and public employees, union and non-union while managing public agencies. Worked as the finance manager preparing budgets, systems and procedures to improve the financial health of public entities. Adapts to wearing many hats, blue jeans for one situation but knows when the suit or a Class B uniform is appropriate. Experience managing the hiring process for several public administrators and department heads including city managers, public works director, police and fire chiefs. The ability to work with volunteers and strike the balance required to navigate the challenges of various personalities on a board, commission or team.

**Customer Service:** Setting customer service levels and resolving complaints from citizens in both the public and private sector. Handling issues not able to be resolved at the counter or staff level. Working in unincorporated areas with a large population of diverse interests requires skill sets to obtain positive results.

**Community Outreach:** Working with community, business and council members as they formulate goals and a vision for the future. Has initiated programs that help fund that vision and move it forward after it's approved. Experience in presentations in oral and visual forms such as power point, excel, publisher and word documents, charts and graphs. Has the energy, enthusiasm and leadership to motivate others to carry it forward.

**Collaboration and Partnerships:** Work with all the agencies like Oregon Department of Transportation (ODOT), Bureau of Land Management (BLM), US Forest Service (USFS), local, regional city and county governments, law enforcement agencies, emergency service managers and Rural Development Initiatives (RDI) and the Regional Solutions Team. Experience working in the district, city and county systems and understand those roles, differences and how to maximize the benefits of each. Has worked as Interim City Manager, possesses the skills and ability to find common ground and solutions in communities that are dealing with tough local issues.

**Business Development:** Understands small business, its problems and relationships with local government. Have built several million dollar projects in public private partnerships and built

small companies from the ground up that have one 1-20 employees. Truly have a grasp of how things like the fire code, nuisance ordinances, zoning rules, permitting process and infrastructure come together in a delicate balance for business, districts, cities and counties

### **Professional Experience**

#### **Business Development**

Built, operate, manage and develop various projects. They include Tiger Mart and Deli; Willow Canyon Properties; Eagle Ridge Business Park and The BrickHouse Group. Built these companies from the ground up and dealt with financing, hiring all key personnel, set up procedures and policies along with analyzing what services to provide.

#### **Jefferson County Fire Chief**

Served as Fire Chief for Jefferson County Rural Fire Protection District. Handled emergency response, coordinated training, volunteer recruitment and retention. Prepared budgets and worked with the Board of Directors on all aspects of operating the district.

#### **Interim City Manager City of Madras**

Was appointed the Interim City Manager while a full time manager was recruited. During the interim I performed all duties of a city manager and supervised the recruitment process. Reported to the City Council.

#### **Jefferson County Commissioner and Chairperson**

Managed various departments as a county commissioner. These included public health, community development, public works and sheriffs department. Served as budget officer several times during my two terms (8 years).

#### **RL Allen Group**

Development and consulting firm that deals with construction projects, planning, lobbying and public agency work. Works with clients on maneuvering through the planning and permit process and develop strategies that will facilitate approval. Registered lobbyist working the Oregon Legislature in the 2007 and 2009 session on various bills dealing with destination resorts. Handled the hiring process for public agency directors such as County and City Managers and Fire Chiefs as examples.

#### **Interim City Manager City of La Pine**

Was appointed the Interim City Manager of La Pine to help stabilize and build the foundation required to move the City forward. Projects included the creation and voter approval of the first City Charter; submission and approval of the Comprehensive Plan by the State of Oregon; assumption of the Sewer and Water Special Districts into the City for operation of utilities; created employee handbooks, policies and procedures for City employees and numerous other items related to building the "foundation" for the City to move forward for the years to follow.

**Interim Public Works Director/Special Projects City of La Pine**

Was appointed to help with the transition and completion of the transfer of the sewer and water operations into the City of La Pine along with employee related transfers, labor issues and USDA related loan transfers.

**Interim City Manager City of La Pine**

Was asked to return as Interim City Manager of La Pine to help put the City back on track after the resignation of the City Manager and Finance Director. Major projects included the established of an economic development program with staff and funding. Establish software systems, billing policies and structure to the newly acquired water / sewer districts. Stabilize and build support amongst the staff, they de-certified the union with 100% support since my return. My emphasis has been working with the public, elected officials and regional partners to build a foundation for the future, planning for long term success and stability. Managed the process to hire a new full time manager and provided a mentorship to that person in leadership and skills development.

**Interim City Manager City of Sisters**

The City called and asked me to serve as the Interim City Manager after a tumultuous number of years with the previous two City Managers being terminated, litigation and numerous elected officials resigning. Public confidence in local government was challenged to say the least. My goal was to rebuild that confidence starting at the basic level of training, roles and responsibilities of elected officials and staff. Working with a great staff, council and community leaders together we built confidence back in the community one person or business at a time. It took 14 months to achieve what the City required, today a new permanent manager is in place taking over July 2017.

**Education and Certificates**

Madras High School Graduate  
Various Classes and Programs – None Degree  
American Leadership Forum (Class 8)  
Oregon Real Estate Principal Brokers License

**Department of Public Safety Standards and Training**

Fire Instructor I  
Fire Fighter I  
Pumper Operator  
Apparatus Equipped with an Ariel Device  
Wildland Fire Apparatus Operator  
Professional Fire Instructors Certification – Types and Forms of Government  
Other Certificates

**Oregon Health Division**

Emergency Medical Technician – Basic

**Public Service, Organizations and Affiliations**

Jefferson County Fire District

Volunteer – AIC All Positions (Duty Officer)

Oregon State Marine Board, Chairperson

Appointed by the Governor and Approved by the Oregon Senate

Deschutes River Conservancy Board of Directors

Founding Board Member

Mayor City of Madras

Council Member and Mayor

Kah-nee-ta Resort Board of Directors

Tribal Council Appointment

Warm Springs Power Board of Directors

Tribal Council Appointment

Jefferson County Commission

County Commissioner and Chairperson

Central Oregon Intergovernmental Council (COIC)

Board and Chairperson

**Awards**

Central Oregon Firefighter of the Year

Economic Development for Central Oregon (EDCO) Public Sector Administrator of the Year

Jefferson County Citizen of the Year

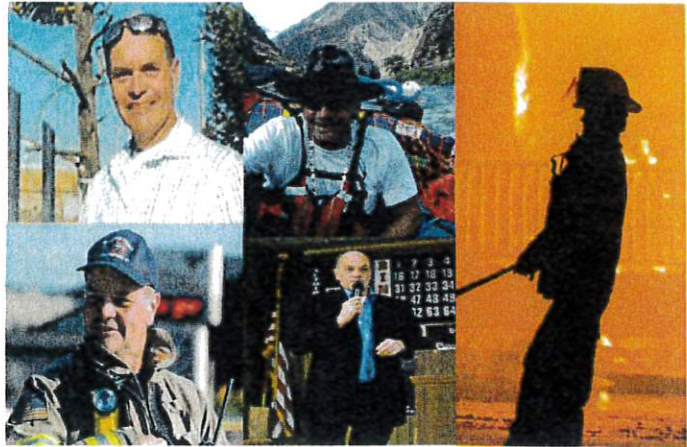
Jefferson County Fire District "Lifetime Achievement Award"

**Hobbies**

Rafting, Camping, Fishing, College Football and Politics

## **Resume**

Richard (Rick) L. Allen  
860 NE B Street  
Madras, OR 97741  
541-475-2220  
rlallen@rlallengroup.com



## **Education and Training**

Madras High School Graduate  
Numerous Fire and EMS Related Certificates  
Various Classes and Programs – None Degree  
American Leadership Forum (Class 8)  
Oregon Real Estate Brokers License

## **Employment and Business**

City of Sisters — Interim City Manager (Public Executive)  
City of La Pine — Interim City Manager (Public Executive)  
City of Madras — Interim City Manager (Public Executive)  
Ponderosa Land & Cattle Company - Lobbyist Oregon Legislature (Lobbyist)  
Willow Canyon Company — President (Business)  
RL Allen Group, LLC — President (Business)  
The BrickHouse Group, LLC — President (Business)

## **Government Elected Positions**

Mayor - City of Madras (Municipal)  
Madras City Council Member (Municipal)  
Mt View Hospital District Board of Directors (Special District)  
Jefferson County Commissioner & Chairperson (County)



## **State, Tribal and Non Profit Boards or Commissions**

Oregon State Marine Board Member & Chairperson (State)  
Deschutes River Conservancy Board Member (Non Profit)  
Warm Springs Power Enterprises Board of Directors (Tribal)  
Kah-nee-ta Resort Board of Directors (Tribal)  
Economic Development of Central Oregon (Non Profit)  
Central Oregon Community Action Agency Network & Chairperson (Non Profit)  
Central Oregon Intergovernmental Council & Chairperson (Non Profit)  
Community Development Block Grant Advisory Commission (State)  
Governors Regional Transportation Committee (State)

## **Department of Public Safety Standards and Training & NFPA**

Types and Forms of Government — Fire Officer 2 Course Instructor  
Fire Instructor I  
Fire Fighter I  
Apparatus Driver / Operator  
Pumper Operator  
Apparatus Equipped with an Ariel Device  
Mobile Water Supply Apparatus Operator  
Interface Firefighter  
Wildland Fire Apparatus Operator  
Miscellaneous Other Certificates

## **Oregon Health Division**

Emergency Medical Technician

## **Fire Department Positions**

Firefighter  
Lieutenant  
Captain  
Assistant Chief  
Chief

## **Hobbies and Interests**

The Fire Service  
Rafting, Camping, Fishing  
Politics and Oregon Football

## **Jerry Gillham**

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**From:** Jerry Gillham  
**Sent:** Monday, November 6, 2017 12:32 PM  
**To:** Pat Fahey; Allison Green; Dan McCormick; Travis Tomlinson; Seth Vincent; Tom Boggs (t.boggs@ci.sutherlin.or.us)  
**Cc:** rlallen@rlallengroup.com; Debbie Hamilton  
**Subject:** Public Message, Unbiased Consulting Team and Strategic Information  
**Attachments:** fire statement - fire anyalsis 10.2017.docx

Hello everyone:

By now you all know that Mr. Allen is conducting preliminary research and learning as much as he can to prepare himself for facilitating your work in helping to complete desired analysis on the long-term best service model for fire service here in Sutherlin prior to moving forward with hiring another full-time Fire Chief. Council believes this is a good time to pause in moving in any direction to in engage in honest reflection of the possibilities before making the financial commitment to continue as we have.

With regard to council's direction to plan and execute a process that is without divisive influence either internally or externally, we hired Mr. Allen and will soon announce the hiring of a research specialist to conduct the research/auditing actions Mr. Allen and you all will seek to have in order to evaluate our situation and determine a specific Course of Action for the City of Sutherlin.

Remember to schedule 3 hours of time for Saturday morning 9-Noon in the City Council Chambers. We will sit you at the council dais and the meeting will be live-streamed for our citizens to watch from home.

VR/jg



**Jerry Gillham**  
**City Manager**  
City of Sutherlin  
126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)

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Thank you."

## **Jerry Gillham**

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**From:** Jerry Gillham  
**Sent:** Thursday, January 11, 2018 9:33 AM  
**To:** Tom Boggs; Travis Tomlinson; Seth Vincent; Dan McCormick; Allison Green  
**Cc:** Doug Dawson; Dan Wilson; Diane Harris; Debbie Hamilton; rlallen@rlallengroup.com  
**Subject:** January 24 Meeting  
**Attachments:** Sutherlin Fire Working Group Kick Off Meeting Agenda Jan 24 Sutherlin Library.pdf

Our first meeting of the FSWG is scheduled for 1/14/2018, 5:30 P. M. at the Library.

Please see attached agenda.

VR/JG



**Jerry Gillham**  
**City Manager**

City of Sutherlin  
126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)

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Thank you."

## Jerry Gillham

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**From:** Jerry Gillham  
**Sent:** Thursday, January 18, 2018 1:51 PM  
**To:** crystal@familychurchweb.com; 'lukeherscher@yahoo.com'; John Lahley (jlahley@northdouglas.k12.or.us); 'kriskycrow4@msn.com'; 'terry.prestiani@sutherlin.k12.or.us'  
**Cc:** rlallen@rlallengroup.com  
**Subject:** Fire Services Working Group  
**Attachments:** FSWG 1st agenda.docx; Bio Rick Allen RL Allen Group.pdf

Hello new members,

Attached is the agenda and background of our consultant, Mr. Rick Allen.

Rick plans to call you all before our first meeting next Wednesday.

In the meantime, please do not hesitate to contact Rick or myself should you have any ideas, questions or concerns. Rick is also cc'd here and his number is 541-815-4380.

VR/jg



**Jerry Gillham**  
**City Manager**  
City of Sutherlin  
126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)

NOTICE: "This message is intended solely for the use of the individual and entity to whom it is addressed, and may contain information that is privileged, confidential, and exempt from disclosure under applicable state and federal laws. If you are not the addressee, or are not authorized to receive information for the intended addressee, you are hereby notified that you may not use, copy, distribute, or disclose to anyone this message or the information contained herein. If you have received this message in error, please advise the sender immediately by reply email and expunge this message.  
Thank you."

## **Fire Services Working Group: First Meeting Purpose Statement**

After discussion with the hiring team regarding the selection of a new Fire Chief, it was believed that perhaps we needed to suspend the active search and re-examine all fire service possibilities. The team supposed that there may be a better way to strengthen our current volunteers in a different manner than paying city Public Works employees to be the solution in back-filling volunteer firefighter crews. Additionally, this newly formed department currently responds only to fire calls leaving medical response as a hopeful additional service in the future. City Council subsequently determined that it was in the best fire/life/safety interest of the citizens of Sutherlin to suspend the hiring process of hiring another full-time Fire Chief while a new team takes a fresh look at all practical and viable options. If after legitimate unbiased analysis, the current system of "fire only" service using city employees as primary support to volunteers is the best viable option, then we know with confidence that we should continue this level of service to our citizens for the long-term.

## Jerry Gillham

---

**From:** Todd McKnight  
**Sent:** Friday, January 19, 2018 11:38 AM  
**To:** Jerry Gillham  
**Subject:** Re: Finalization of FSWG Membership

Just for the record jerry I'm not sure if I ever officially appointed the original members. I know we discussed the topic and they were willing to join the committee.. Just for the record, I also appoint the original members that we have on the list and I believe I have thank them but if I haven't would please also include them in a thank you for being on the committee and willing to serve

Thanks,  
Todd

Sent from my U.S.Cellular© Smartphone

----- Original message -----

From: Jerry Gillham <[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)>  
Date: 1/19/18 10:42 AM (GMT-08:00)  
To: [t.mcknight@ci.sutherlin.or.us](mailto:t.mcknight@ci.sutherlin.or.us)  
Cc: Wayne Luzier <[w.luzier@ci.sutherlin.or.us](mailto:w.luzier@ci.sutherlin.or.us)>  
Subject: Finalization of FSWG Membership

Mayor McKnight,

After a teleconference with the Fire Services Working Group consultant, Rick Allen and Interim Fire Chief Lane, Rick asked that we expand the group to have broader community/citizen involvement. We then created a sector listing of potential additional members as follows:

Schools/Large Public Facilities: Terry Prestianni and John Lahley

Church (large structures): Crystal Cunningham

Business on Central: Jerry Risk

Medical: Dr. Herscher

We are asking that you appoint these additional 5 members to then make up a full committee of 11 as depicted below:



Councilors, Tomlinson, Vincent & Boggs;  
Firefighters, Allison Green & Dan McCormick,  
Business, Jerry Risk & Pat Fahey;  
Church, Cyrstal Cunningham;  
Medical, Dr. Herscher,  
Education, Terry Prestiani & John Lahley;  
  
Staff, D. Wilson, D. Harris & IFC . Dawson.

VR/jg



***Jerry Gillham***

***City Manager***

*City of Sutherlin*

*126 E. Central Avenue*

*Sutherlin, OR 97479*

*541-459-2856*

[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)



## Jerry Gillham

---

**From:** Diane Harris  
**Sent:** Monday, March 12, 2018 3:05 PM  
**To:** (crystal@familychurchweb.com); Allison Green; Avery Hazzard; Dan McCormick; Debbie Hamilton; Diane Harris; Doug Dawson; Jerry Gillham; Jerry Risk (kriskycrow4@msn.com); John Lahley (jlahley@northdouglass.k12.or.us); Luke Herscher (lukeherscher@yahoo.com); Pat Fahey (pat@sutherlinsanitary.com); Rick Allen <rlallen@rlallengroup.com>; Ron Harker (davidrharker@yahoo.com); Seth Vincent; 'Terry Prestianni'; Tom Boggs; Travis Tomlinson  
**Cc:** Dan Wilson  
**Subject:** FSWG postponed

Good afternoon all,

The April 3<sup>rd</sup> FSWG Meeting has been postponed in effort to conduct more of an analysis and to discuss possible options to be presented at your next meeting. I will updated you when the next meeting is to be scheduled.

Thank you for your consideration.

*Diane Harris, CMC*

City Recorder/HR Manager  
City of Sutherlin  
126 E Central  
Sutherlin, OR 97479  
(541) 459-2856 ext 207  
[d.harris@ci.sutherlin.or.us](mailto:d.harris@ci.sutherlin.or.us)

## **Jerry Gillham**

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**From:** Jerry Gillham  
**Sent:** Wednesday, March 7, 2018 11:29 AM  
**To:** Tom Boggs; Travis Tomlinson; Seth Vincent; 'Pat Fahey';  
'terry.prestianni@sutherlin.k12.or.us'; crystal@familychurchweb.com; 'kriskycrow4@msn.com'  
**Cc:** Dan Wilson; Aaron Swan; Diane Harris; Mike Lane (gnplane1983@gmail.com)  
(gnplane1983@gmail.com); Dan McCormick  
**Subject:** FSWG Sub-Committee/Analysis Team  
**Attachments:** City of Sutherlin.pptx

Hello Team,

With Mayor McKnight's consent, now that you all have come to a place of mutual understanding of your purpose through education and fact-finding; as City Manager, my role is to then deploy staff to action to conduct the non-bias analysis you both need and request in considering possible options for improving our emergency response capabilities. As a side note, I have notified current Interim Chief Dawson that I've terminated his contract now that former Interim Chief Mike Lane is returning from his vacation in Arizona.

You have been specially selected to serve as a staff-advisory committee in helping your city staff in developing possible options, and then, bringing your recommendations to the entire FSWG for consideration and final recommendations to City Council. Isn't the local governance process fantastic? Actually, it really is. We want to convene you all to a day-time fire critique and recommendation meetings (no more than 3) to consider our thoughts based upon meetings so far, and for us to consider your input and other thoughts you might have and then refine ideas, prioritize options and bring back the results, again to the FSWG.

So for clarity, I want to address two more components you should be aware of:

### **1. Role of staff:**

Chief of Staff:	City Manager, Jerry Gillham
Fire Services:	Interim Fire Chief Lane
All finance related information:	Finance Director, Dan Wilson
Public Works background and role:	Public Works Superintendent, Aaron Swan
Public record/Secretary:	City Recorder/HR Manager, Diane Harris
Volunteer/Paid Staff background and role:	Former Volunteer and Deputy Fire Chief, Dan McCormick

### **2. My vision:**

Prior to his vacation, Interim Chief Lane and I got together and developed possible options that we believed would remain relevant even after your initial meetings. I recall telling him that before the two of us presented any problems to my bosses (Mayor and city council) we ought to have some solution at hand for them to consider. Once again, after the past four months or so, our solutions remain viable and in line with what we have heard so far. The attached slide presentation gives you a snap-shot of our assessment and below are discussion-points we believe will be the meat of our discussions.

A. We believe we can, using the revenues we have budgeted, build upon what we have and make dramatic response improvements to resolve our current limitations.

B. In consideration of "A" above, Mike and I believe we could hire 2-more firefighters, enhance our employees training and environment in accord and team-work with the volunteers and establish a standard 5-minute response time (engine on scene) for all calls while restoring the support and medical calls we currently do not do.

C. If you look at the slides you will see various hybrid structures in line with "B" above any of which, with your input and advice for improvement; implement.

D. Finally, the elephant in the room is and has always been the role of DCFD#2. We will ask them to come and make a presentation to you if you want and simply because of the \$ numbers needs to be evaluations, BUT both Mike and I strongly feel, that if you gave us a chance to enact internal changes, we ought to give that a "go" on our own first. However, I must emphasize your recommendation and council policy direction will be the final say regarding anything we do going forward.

Please, email me or Diane with a day and time that works best for you all as we again, work together to eliminate the distractions and get to truth and substantive decisions.

Very respectfully,

Jerry



**Jerry Gillham**  
**City Manager**

City of Sutherlin  
126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856

[j.gillham@ci.sutherlin.or.us](mailto:j.gillham@ci.sutherlin.or.us)

NOTICE: "This message is intended solely for the use of the individual and entity to whom it is addressed, and may contain information that is privileged, confidential, and exempt from disclosure under applicable state and federal laws. If you are not the addressee, or are not authorized to receive information for the intended addressee, you are hereby notified that you may not use, copy, distribute, or disclose to anyone this message or the information contained herein. If you have received this message in error, please advise the sender immediately by reply email and expunge this message.  
Thank you."



## Jerry Gillham

---

**From:** Jerry Gillham  
**Sent:** Friday, April 27, 2018 11:40 AM  
**To:** 'Jerry Gillham'  
**Subject:** RE: April 5 2018 FSWG Sub-Committee/Analysis Team 5:30

**From:** Jerry Gillham  
**Sent:** Monday, March 12, 2018 1:10 PM  
**To:** Tom Boggs; Seth Vincent; Travis Tomlinson; 'Pat Fahey'; 'terry.prestiani@sutherlin.k12.or.us'; [crystal@familychurchweb.com](mailto:crystal@familychurchweb.com); [kriskycrow4@msn.com](mailto:kriskycrow4@msn.com)  
**Cc:** Rick Allen ([rlallen@willowcanyongroup.com](mailto:rlallen@willowcanyongroup.com)); Todd McKnight; Diane Harris; Debbie Hamilton  
**Subject:** April 5 2018 FSWG Sub-Committee/Analysis Team 5:30

First,

Thank you all for agreeing to participate in getting into the details of possible fire service options.

Again, I have attached a draft Power Point presentation for your understanding of how we would like to use you in forming possible options going into the future.

Please know, these are focused meetings on the “meat and potatoes” of structural analysis compared to levels of service. I have reached out the Rob Bullock of DCFD#2 and asked him to be available to talk about two possible scenarios that would involve some element of a relationship with the City of Sutherlin. 1, Providing Chief and administrative services like they currently do in Winston and 2, Prepare a short overview of what a new District-City IGA might look like.

I have asked Rick to put the larger FSWG meeting on pause long enough for us to come up with options. I also asked Rick to facilitate the next FSWG meeting and obtain consensus of agreement on any recommendations that would be brought to CC. Rick will, after this FSWG meeting, develop a presentation to the CC at the next council meeting after the FSWG meeting.

After conferring with councilor Tomlinson, he cannot be available any earlier than the 5:30 P. M. time of the FSWG. So we will hold a meeting in the council chambers where each of you will sit where council sits. We will have full access to video technology for you to see detail needed for analysis and decision-making.

## FSWG SUB-COMMITTEE ANALYSIS MEETING AT 5:30 P. M. IN THE CITY COUNCIL CHAMBERS

To conclude and to be clear, with the Mayor’s permission, I am using you as a staff advisory committee in the same manner we have conducted almost all of our governance process decisions. In other words this is not a radical or unknown local government process. In fact, the opposite. For example, this is what we did during the strategic planning process where the larger visioning group was put on hold while we created a city-manager initiated sub-committee to evaluate the vision and then create goals and objectives which we then brought back to the larger group and city council. This too, is not unlike the business registration process where instead of assessing detail at the council meeting, council turned the refinement over to a citizen group and myself to work out the details. The new ordinance we created in the sub-committee process is on council’s agenda this evening. We also did this with the value engineering process during the waste-water system selection. The point here is that this has been the norm of how we use citizen involvement through the governance decision making process and makes complete sense in this case as well.

**SUMMARY:** My intent is to take the three current city council members and then ask 4 of the citizen-members of the FSWG to participate in a city manager/staff created sub-committee. This group would meet with city staff where staff will coalesce the ideas and make detailed presentations on each possible option to this sub-committee. The sub-committee will analyze all of the detail to include costs and timelines, make recommendations for improvement or additional options, and after agreement upon all options; prioritize the options and bring these options back to the larger FSWG just like in the examples mentioned above.

THANK YOU ALL!!!!

JG



## **Jerry Gillham**

---

**From:** Jerry Gillham  
**Sent:** Tuesday, April 3, 2018 12:47 PM  
**To:** Tom Boggs; Seth Vincent; Travis Tomlinson; 'Pat Fahey';  
'terry.prestianni@sutherlin.k12.or.us'; kriskycrew4@msn.com; 'lukeherscher@yahoo.com'  
**Cc:** Rick Allen (rlallen@willowcanyongroup.com); Todd McKnight; Diane Harris; Debbie  
Hamilton; Michael Lane  
**Subject:** April 5 2018 FSWG Sub-Committee/Analysis Team 5:30

Members of the FSWG Sub-Committee:

This is a reminder of our scheduled brainstorming session and staff presentation in the council chambers this Thursday.

**Two key actions we have taken as a result of your meetings are:**

1. We have implemented ongoing joint training with all paid staff, city employees and volunteers as recommend by the FSWG.
2. I took action to bring back Fire Chief Mike Lane as our now-permanent City of Sutherlin Fire Chief to begin a stronger level of leadership confidence and organizational stability.

**Additionally , as recognized in the FSWG minutes from 3/6/18, "Next Step in Process" we have the following in process or completed:**

1. We have reached out to UCC and placed the City of Sutherlin in the rotation of new students coming here to live, train and work in our station,
2. We built a spreadsheet that compares side-by-side the service levels and costs from before contract with DCFD#2, during the contract with DCFD#2, and our "Volunteer Only" system of service 2017.
3. Chief Lane has also developed conceptual model alternatives with one in particular, he will present to you all on the 5<sup>th</sup>. We too, have built a spreadsheet that allows you to compare this new model with the previous other three referenced in #2 above.
4. The minutes reflect we are to "bring back options to discuss" and the option referenced in #3 above represents our first and thought-to-be (of Chief Lane) our best possible option; but again, we will be prepared to share others conceptually as well.

Finally, as usual we will feed you and yes Pat, we will ensure a "gluten-free" item just for you.

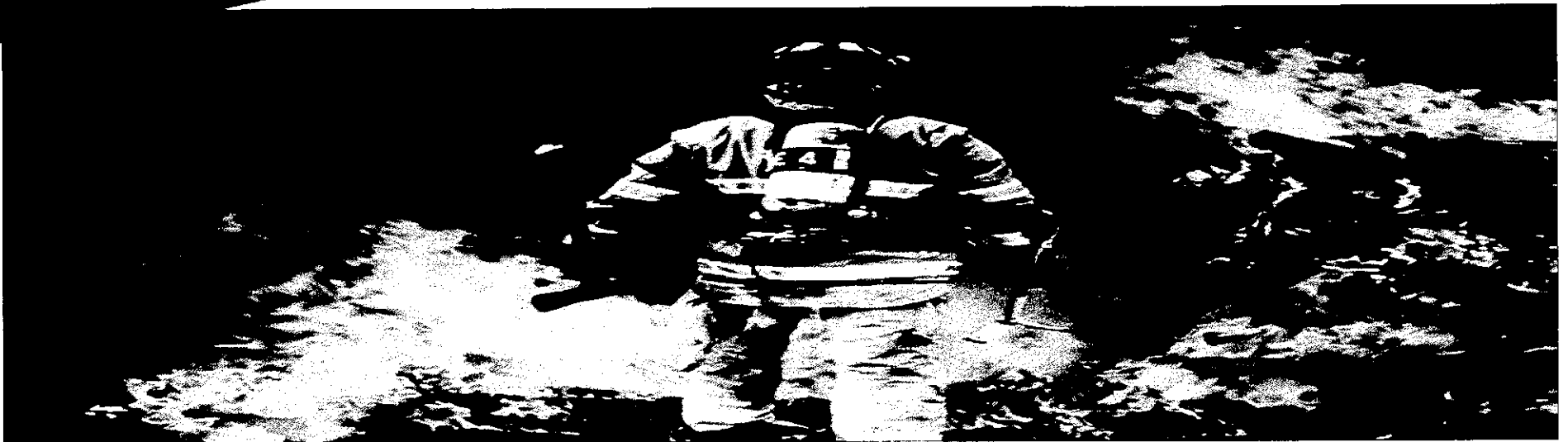
Very respectfully,

Jerry



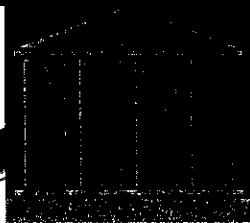
**Jerry Gillham**

# CITY OF SUTHERLIN



## Proposed Fire Services Model

**"Four Parts Make A Whole"**



ONCE AGAIN SUTHERLIN LEADS THE WAY



# SUMMARY

- At your last meeting on 3/6/18, you asked staff to show for comparison purposes, the other systems the city has used in the past. In particular, 2009 (before DCFD#2), 2013 (during contract with DCFD#2), and current.
- At this same meeting, you asked that staff bring back possible options for you to consider.
- Also, during your previous meetings, questions arose regarding collective training and continuity of leadership, both of which have been responded to.
- City staff have created a video which is intended to describe these new changes followed by Fire Chief Lane's presentation of one option or system-of-service for your consideration.
- Finally, Chief Lane will provide the side-by-side comparison you asked for to include this newly developed "Interdependent" system-of-service.

ONCE AGAIN SUTHERLIN LEADS THE WAY



# PROPOSED FIRE SERVICES MODEL

A VIDEO PRODUCTION OF CITY STAFF

Video

## SHOULD WE BE COMPARING?

1. Level of Service,
2. Annual operating costs,
3. Total number of personnel the department could realistically deploy in response to any emergency excluding all outside agency response support (mutual-aid, auto-aid and additional call-outs), and
4. Are there "value-added" benefits worthy of consideration? We thought about this and came up with five:
  - Relationships; does this proposal build-upon or constrain?
  - Independence-Control; does this proposal allow for local control?
  - Are we growing or shrinking in population and new development?
  - Which option can we comfortably know that the broadest population of Sutherlin would support?
  - Which option allows for the greatest flexibility in making adjustments over time?

## LE-BY-SIDE COMPARE

Response	2009/City	2013/DCFD#2	2016-17/City	Proposed
Command/Chief	2	5	3	2
FTE	8	2 (at station)	0	3
Volunteers	10	13	11	15
Other paid employees	0	0	11	15
Administration	1	1	Police provide	Police provide
Students/Interns	0	5	0	6
EMERGENCY OPERATIONS PLAN/MANAGER (NIMS & CERT cert.)	No	No	No	Yes
Fire Marshall	Yes	Yes	No	Yes
Advanced Life Support	Yes	Yes	No	Yes
Rescue/Conf-space/Water	Yes	Yes	No	Yes
Business inspection	Yes	Yes	No	Yes
Fire investigations	Yes	Yes	Maybe?	Yes
Tactical response	Yes	Yes	No	Yes
Ave response time	5:45	5:36	9:33	5-7 estimated
<b>Total Budget</b>	<b>\$1.3M</b>	<b>\$887,000</b>	<b>\$1.1M</b>	<b>\$1.1M</b>

# ORGANIZATION SNAP-SHOT NEW STRUCTURAL OVERVIEW

1- Chief

1- Assistant Chief

3- Shift Officers

a. Specialist in facility/apparatus maintenance & Training

b. Specialist in administration & Volunteer/Student recruitment and retention

c. Specialist in equipment maintenance, PPE & Uniforms

---

15- Volunteers

---

15- Cross Trained City Employees

---

6- UCC Fire/EMT Students

---

**41 TOTAL POSSIBLE RESPONSE PERSONNEL**



## New Fire Services Option Compared Side-by-Side With Previous Service Models

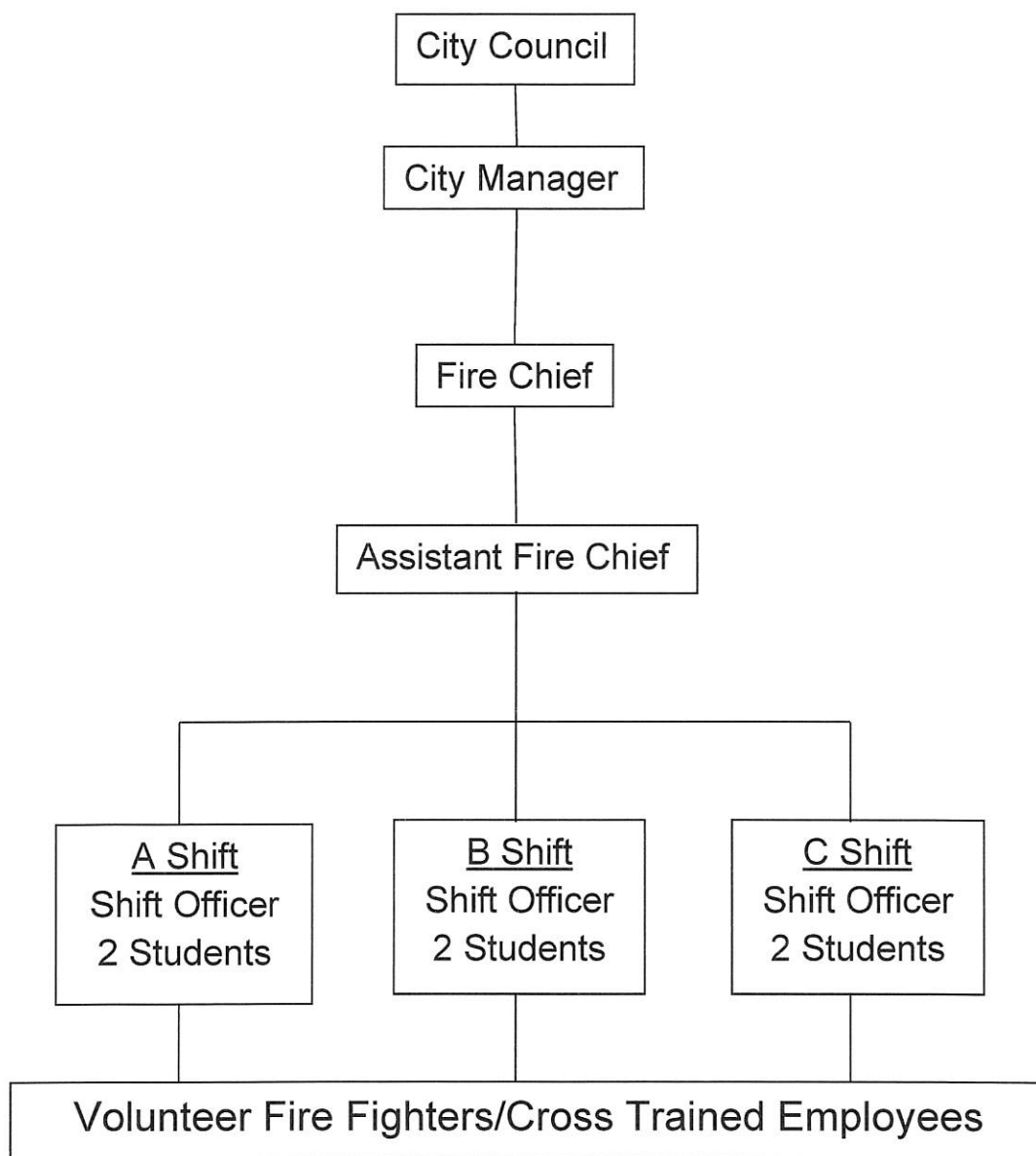
Response	2009/City	2013/DCFD#2	2016-17/City	<u>Proposed</u>
Command/Chief	2	1	3	2
FTE	8	2 (at station)	0	3
Volunteers	10	13	11	15
Other paid employees	0	6 (other stations)	11	15
Administration	1	1	Police provide	Police provide
Students	0	5	0	6
EMERGENCY OPERATIONS	No	No	No	Yes
Fire Marshall	Yes	Yes	No	Yes
Emergency Medical Service	Yes	Yes	No	Yes
Rescue/Conf-space/Water	Yes	Yes	No	Yes
Business inspection	Yes	Yes	No	Yes
Fire investigations	Yes	Yes	Maybe?	Yes
Tactical response	Yes	Yes	No	Yes
Ave response time	5:45	5:36	9:33	5-7 estimated
<b>Total Budget</b>	<b>\$1.3M</b>	<b>\$887,000</b>	<b>\$1.1M</b>	<b><u>\$1.1M</u></b>
<b>Total number of personnel the department could deploy in response to any emergency</b>	<b>20</b>	<b>27</b> FTE estimated	<b>25</b>	<b><u>41</u></b>





# Sutherlin Fire Department

Organizational Chart 2018





126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
Fax: 541-459-9363  
[www.cityofsutherlin.com](http://www.cityofsutherlin.com)

## City of Sutherlin

STAFF REPORT					
<b>Re: Budget adoption, and levying property taxes for fiscal year 2018-19</b>				Meeting Date:	May 14, 2018
<b>Purpose:</b>	Action Item <input checked="" type="checkbox"/>	Workshop <input type="checkbox"/>	Report Only <input type="checkbox"/>	Discussion <input type="checkbox"/>	Update <input type="checkbox"/>
<b>Submitted By: Dan Wilson, Finance Director</b>				City Manager Review	<input checked="" type="checkbox"/>
<b>Attachments:</b> Staff report and Resolution No. 2018.06					

### WHAT IS BEING ASKED OF COUNCIL?

Consider approving resolution to adopt the budget for fiscal year 2018-19 as approved by the Budget Committee and levy property taxes for operating purposes and as approved by voters for general obligation bonded debt.

### EXPLANATION

The Budget Committee approved the budget in the amount of \$39,396,879 April 16, 2018. Oregon Revised Statutes (Oregon Budget Law ORS 294) requires the Council to adopt the budget by resolution and to levy property taxes to enact the budget for the ensuing fiscal year.

### OPTIONS

The Council may amend the budget of each fund, in an amount not to exceed 10% of the approved appropriations of each fund.

### SUGGESTED MOTION(S)

Move that Resolution 2018.06 be adopted as presented (or as amended).

## RESOLUTION NO. 2018.06

### A RESOLUTION ADOPTING THE 2018-2019 BUDGET AND MAKING APPROPRIATIONS

BE IT RESOLVED BY THE CITY OF SUTHERLIN AS FOLLOWS:

Section 1. The City Council of the City of Sutherlin hereby adopts the budget for fiscal year 2018-2019 in the sum of \$39,396,879 now on file at City Hall, 126 E. Central Ave., Sutherlin, Oregon.

Section 2. That for the fiscal year beginning July 1, 2018, the amounts for the purposes shown below are hereby appropriated:

#### GENERAL FUND

Mayor & City Council	\$ 4,000
City Attorney	62,500
City Manager's Office	140,383
City Recorder/Human Resources	224,975
Finance	437,116
Municipal Court	177,517
Parks/Facilities	372,076
Community Development	382,401
Police	2,312,471
Fire	1,194,431
Non-Departmental	292,400
Contingency	200,000
Unappropriated	1,269,773
Total	<u>\$ 7,070,042</u>

#### POLICE RESERVE FUND

Capital Outlay	\$ 69,000
Contingency	99,200
Total	<u>\$ 168,200</u>

#### FIRE RESERVE

Contingency	\$ 617,000
Total	<u>\$ 617,000</u>

PARKS/FACILITIES RESERVE	
Capital Outlay	\$ 200,500
Contingency	18,500
Total	<b>\$ 219,000</b>
PARKS CONSTRUCTION FUND	
Contingency	\$ 17,650
Total	<b>\$ 17,650</b>
DIAL-A-RIDE FUND	
Materials and Services	\$ 122,150
Transfers	18,200
Contingency	7,942
Total	<b>\$ 148,292</b>
TOURISM-MOTEL TAX FUND	
Materials and Services	\$ 116,075
Transfers	14,800
Debt Service	33,830
Contingency	224,795
Total	<b>\$ 389,500</b>
LIBRARY BOARD FUND	
Materials and Services	\$ 24,000
Contingency	825
Total	<b>\$ 24,825</b>
LIBRARY G.O. BOND FUND	
Debt Service	\$ 61,660
Reserved for Debt Service	18,590
Total	<b>\$ 80,250</b>
STATE GAS TAX FUND	
Materials and Services	\$ 156,600
Capital Outlay	265,000
Transfers	342,700
Contingency	19,100
Total	<b>\$ 783,400</b>
BICYCLE/FOOTPATH FUND	
Contingency	\$ 20,100
Total	<b>\$ 20,100</b>

**STREET CONSTRUCTION FUND**

Capital Outlay	\$ 2,490,000
Contingency	22,500
Total	<b>\$ 2,512,500</b>

**STREET SDC FUND**

Contingency	\$ 342,500
Total	<b>\$ 342,500</b>

**WATER OPERATIONS FUND**

Materials and Services	\$ 485,150
Capital Outlay	10,000
Transfers	1,703,800
Contingency	91,650
Total	<b>\$ 2,290,600</b>

**WATER CONSTRUCTION FUND**

Capital Outlay	\$ 1,217,000
Contingency	769,500
Total	<b>\$ 1,986,500</b>

**WATER RESERVE FUND**

Capital Outlay	\$ 35,000
Contingency	317,600
Total	<b>\$ 352,600</b>

**WATER DEBT SERVICE FUND**

Debt Service	\$ 404,100
Contingency	2,125
Reserved for Debt Service	267,775
Total	<b>\$ 674,000</b>

**WASTEWATER OPERATIONS FUND**

Materials and Services	\$ 658,100
Transfers	2,048,400
Contingency	132,000
Total	<b>\$ 2,838,500</b>

**STEP SURCHARGE FUND**

Materials and Services	\$ 25,000
Contingency	21,300
Total	<b>\$ 46,300</b>

**WASTEWATER CONSTRUCTION FUND**

Capital Outlay	\$ 15,000,000
Contingency	1,090,500
Total	<b>\$ 16,090,500</b>

**WASTEWATER RESERVE FUND**

Capital Outlay	\$ 35,000
Contingency	66,750
Total	<b>\$ 101,750</b>

**WASTEWATER DEBT SERVICE FUND**

Debt Service	\$ 307,115
Reserved for Debt Service	535,505
Total	<b>\$ 842,620</b>

**PUBLIC WORKS OPERATIONS FUND**

Personnel Services	\$ 1,256,097
Materials and Services	76,300
Transfers	125,000
Contingency	20,353
Total	<b>\$ 1,477,750</b>

**PUBLIC WORKS OPERATIONS RESERVE FUND**

Capital Outlay	\$ 45,000
Contingency	257,500
Total	<b>\$ 302,500</b>

**SUMMARY**

Personnel Services	\$ 5,123,892
Materials and Services	2,895,849
Capital Outlay	19,386,500
Transfers	4,732,900
Debt Service	806,705
Contingency	4,359,390
Reserved for Debt Service	821,870
Unappropriated	1,269,773
Total	<b>\$ 39,396,879</b>



Section 3. That the Finance Director shall certify to the County Clerk and County Assessor the tax levy made by this resolution and shall file with them a copy of the budget as finally adopted herewith.

Section 4. That the City Council for the City of Sutherlin hereby imposes the taxes provided for in the adopted budget:

At the rate of \$5.6335 per \$1,000 of assessed value for general operations; and  
In the amount of \$55,000 for bonds;

and that these taxes are hereby imposed and categorized for tax year 2018-19 upon the assessed value of all taxable property within the district as follows:

Subject to Measure 5 Limitation as General Government, General Fund permanent tax rate \$5.6335/\$1,000 of assessed value, and

Excluded from Limitation, Debt Service Fund \$55,000.00.

**PASSED BY THE CITY COUNCIL, ON THIS 14<sup>TH</sup> DAY OF MAY, 2018**

**APPROVED BY THE MAYOR ON THIS 14<sup>TH</sup> DAY OF MAY, 2018**

---

Todd McKnight, Mayor

**ATTEST:**

---

Diane Harris, City Recorder



126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
Fax: 541-459-9363  
[www.cityofsutherlin.com](http://www.cityofsutherlin.com)

## City of Sutherlin

STAFF REPORT					
<b>Re: Resolution 2018.07 A Resolution Certifying City Services for Receipt of State Revenue Sharing Funds</b>				Meeting Date:	May 14, 2018
<b>Purpose:</b>	Action Item <input checked="" type="checkbox"/>	Workshop <input type="checkbox"/>	Report Only <input type="checkbox"/>	Discussion <input type="checkbox"/>	Update <input type="checkbox"/>
<b>Submitted By: Dan Wilson, Finance Director</b>				City Manager Review	<input checked="" type="checkbox"/>
<b>Attachments:</b> Staff Report and Resolution No. 2018.07					

### WHAT IS BEING ASKED OF COUNCIL?

Consider approving resolution to Certify City Services for the purpose of receiving State Revenue Sharing Funds.

### EXPLANATION

This is the first of two resolutions that are required by the State of Oregon in order to receive State Revenue Sharing Fund. After holding a public hearing on the use of State Revenue Sharing Funds the City needs to adopt this resolution.

### OPTIONS

### SUGGESTED MOTION(S)

Move that Resolution 2018.07 be adopted as presented.

**RESOLUTION NO. 2018.07**

**A RESOLUTION CERTIFYING CITY SERVICES FOR RECEIPT OF STATE  
REVENUE SHARING FUNDS**

WHEREAS, ORS 221.760 provides as follows:

Section 1. The officer responsible for disbursing funds to cities under ORS 323.455, 366.785 to 366.820 and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:

1. Police protection
2. Fire protection
3. Street construction, maintenance, and lighting
4. Sanitary sewer
5. Storm sewers
6. Planning, zoning, and subdivision control
7. One or more utility services

and

WHEREAS, city officials recognize the desirability of assisting the state officer responsible for determining the eligibility of cities to receive such funds in accordance with ORS 221.760, now, therefore,

BE IT RESOLVED, that the City of Sutherlin hereby certifies that it provides the following four or more municipal services enumerated in Section 1, ORS 221.760

Police protection  
Fire protection  
Street construction, maintenance, and lighting  
Sanitary sewer  
Water utility  
Storm sewers  
Planning, zoning, and subdivision control

**PASSED BY THE CITY COUNCIL, ON THIS 14<sup>th</sup> DAY OF MAY, 2018**

**APPROVED BY THE MAYOR ON THIS 14<sup>th</sup> DAY OF MAY, 2018**

\_\_\_\_\_  
Todd McKnight, Mayor

**ATTEST:**

\_\_\_\_\_  
Diane Harris, City Recorder



126 E. Central Avenue  
Sutherlin, OR 97479  
541-459-2856  
Fax: 541-459-9363  
[www.cityofsutherlin.com](http://www.cityofsutherlin.com)

## City of Sutherlin

STAFF REPORT					
<b>Re: Resolution 2018.08 A Resolution Declaring the City's Election to Receive State Revenues</b>				Meeting Date:	May 14, 2018
<b>Purpose:</b>	Action Item <input checked="" type="checkbox"/>	Workshop <input type="checkbox"/>	Report Only <input type="checkbox"/>	Discussion <input type="checkbox"/>	Update <input type="checkbox"/>
<b>Submitted By: Dan Wilson, Finance Director</b>				City Manager Review	<input type="checkbox"/>
<b>Attachments:</b> Staff Report and Resolution No. 2018.08					

### WHAT IS BEING ASKED OF COUNCIL?

Consider approving resolution to elect to receive State Revenues.

### EXPLANATION

This is the second of two resolutions that are required by the State of Oregon in order to receive State Revenue Sharing Fund. After holding a public hearing on the use of State Revenue Sharing Funds the City needs to adopt this resolution.

### OPTIONS

### SUGGESTED MOTION(S)

Move that Resolution 2018.08 be adopted as presented.

**RESOLUTION NO. 2018.08**

**A RESOLUTION DECLARING THE CITY'S ELECTION TO RECEIVE STATE  
REVENUES**

The City of Sutherlin ordains as follows:

Section 1. Pursuant to ORS 221.770, the City hereby elects to receive state revenues for fiscal year 2018-2019.

**PASSED BY THE CITY COUNCIL, ON THIS 14<sup>th</sup> DAY OF MAY, 2018**

**APPROVED BY THE MAYOR ON THIS 14<sup>th</sup> DAY OF MAY, 2018**

\_\_\_\_\_  
Todd McKnight, Mayor

**ATTEST:**

\_\_\_\_\_  
Diane Harris, City Recorder

I certify that a public hearing before the Budget Committee was held on April 16, 2018 and a public hearing before the City Council was held on May 14, 2018, giving citizens an opportunity to comment on use of State Revenue Sharing.

\_\_\_\_\_  
Diane Harris, City Recorder



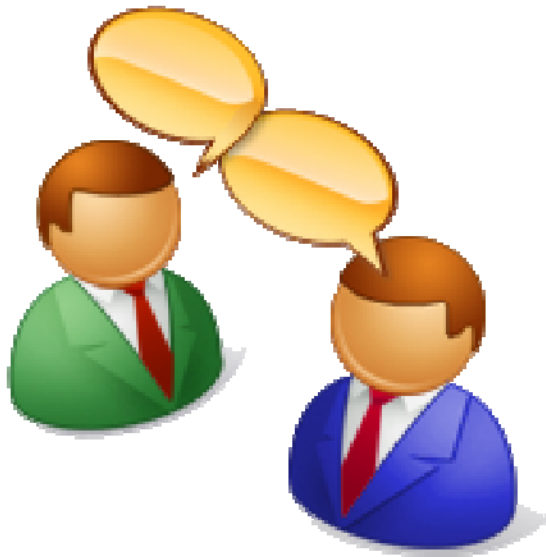


# **REPORTS**





# **COUNCIL COMMENTS**





# **PUBLIC COMMENT**





# ADJOURNMENT





# **FOR YOUR INFORMATION**



## Diane Harris

---

**From:** Diane Harris  
**Sent:** Wednesday, May 09, 2018 10:53 AM  
**To:** 'Ashley KQEN News (ashley@bciradio.com)'; 'DC Commissioners'; 'KUGN'; 'KYLE-KQUEN'; 'News Desk (newsdesk@nrtoday.com)'; 'Register Guard'; 'Roseburg Beacon'; 'Vera Westbrook (vwestbrook@nrtoday.com)'  
**Subject:** Public Meeting Notice  
**Attachments:** CC MAY 14.18 Meeting.pdf

Greetings,

Please see attached Agenda for the May 14<sup>th</sup> Sutherlin City Council meeting.

Thank you,

*Diane Harris, CMC*

City Recorder/HR Manager  
City of Sutherlin  
126 E Central  
Sutherlin, OR 97479  
(541) 459-2856 ext 207  
[d.harris@ci.sutherlin.or.us](mailto:d.harris@ci.sutherlin.or.us)