

Ambulance Service Service Area Plan



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

Table of Contents

EXECUTIVE SUMMARY	4
EMS SYSTEM ASSESSMENT	5
HISTORY AND FORMATION	5
EMS GOVERNANCE	5
AGENCY PLANNING.....	7
<i>Mission Statement</i>	8
EMS AGENCY STAFFING AND ALS UNITS.....	9
<i>Personnel Management</i>	11
COMMUNITY DEMOGRAPHICS	14
CAPITAL FACILITIES	15
CURRENT SERVICE DELIVERY	17
TEMPORAL ANALYSIS	18
ASA 1 – Salem Fire Department	18
ASA 2 – McMinnville Fire Department.....	19
ASA 3 – Sheridan Rural Fire Protection District	20
ASA 4 – West Valley/Grand Ronde Fire Department.....	21
ASA 5 – Pacific West Ambulance	22
ASA 6 – Dallas.....	22
ASA 7 – Polk County Fire District # 1.....	23
SW Polk County Rural Fire District.....	24
SERVICE DEMAND	25
<i>Heat Mapping</i>	25
2002 Response Data by ASA.....	26
RESPONSE PERFORMANCE	27
EMS ASA WORKLOAD & RELIABILITY	29
2002 Reliability by ASA.....	30
ASA RESPONSE REQUIREMENTS	30
FUTURE SERVICE PROJECTIONS	32
POPULATION AND SERVICE DEMAND PROJECTIONS.....	32
FISCAL ANALYSES AND FUTURE SUSTAINABILITY.....	34
<i>Historical Revenues and Expenses</i>	34
ASA 1 – Salem Fire Department	34
ASA 2 – McMinnville Fire Department.....	38
ASA 3 – Sheridan Fire Department	41
ASA 4 – West Valley/Grand Ronde	44
ASA 5 – Pacific West Ambulance Service	47
ASA 6 – Dallas Ambulance Service.....	47
ASA 7 – Polk County Fire District #1	51
Ambulance Revenue Projections	58
FUTURE DELIVERY SYSTEM MODELING	60
PROPOSED ASAs AND FINANCIAL ANALYSIS	62
RECOMMENDED ENHANCEMENTS TO ASA PLAN	63
SHORT-TERM STRATEGIES – 1 - 2 YEAR	63
MID-TERM – 3 - 4 YEARS	64
LONG-TERM – 4 - 6 YEARS	64



TABLE OF FIGURES..... 65

APPENDIX A: CAPITAL FACILITIES DETAILS 68

 ASA 2 – McMinnville 68

 ASA 3 – Sheridan Fire Department 70

 ASA 4 – West Valley 73

 ASA 5 – Pac West 75

 ASA 6 – Dallas..... 77

 ASA 7 – Polk County 1..... 79

 SW Polk County..... 83



Executive Summary

The Polk County Commissioners engaged Emergency Services Consulting International (ESCI) to address the following objectives:

- Update operating procedures, standardized performance metrics, and criteria for quality improvement plans.
- Examine technological improvements, for example, automatic unit location and dispatching, that benefit the County EMS system.
- Establish processes for negotiating mutual aid agreements, including the negotiation of mutual aid move-ups, and assess when these agreements should be required among different providers.
- Determine the appropriate number of ASAs and the area coverage size for each Polk County ambulance provider.

ESCI thanks the County Commissioners, their staff, and the various participating organizational representatives interviewed for this project. All involved commented candidly and provided valuable information, perspective, and data to the ESCI team.

During the development of the recommendations, providers expressed concerns over the initial data provided, which resulted in a resubmission of 2022 data from all the providers. The resubmission of the data helped identify recent deployment system changes. As a result, ESCI modified its original recommendations to the County Commissioners of which the key initiatives are listed below:

- Employ or assign a County EMS Manager to oversee the performance of the EMS system and administration of the contracts for service delivery.
- Develop a means to establish a single Medical Program Director to facilitate the quality assurance and patient quality programs through a unified medical direction.
- Restructure ASA boundaries to incorporate improved ALS ambulance service.
- Ensure each provider reports EMS data monthly to the county whereby system performance can be monitored.
- Through the ASA advisory committee, providers should develop recommended practices operational identified in this report.
- Implement a priority-based Emergency Medical Dispatch System.
- Implement Automatic Vehicle Location (AVL) dispatching so that the closest unit is dispatched to high acuity incidents.

A companion draft 2023 ASA Plan is provided for the Board of Commissioners to consider and modify as further discussions with the existing and proposed ASA providers continue.



EMS System Assessment

History and Formation

Polk County was officially created from the Yamhill District of the Oregon Territory on December 22, 1845. On August 13, 1848, President James K. Polk signed a bill approving the boundaries of the Oregon territory, officially separating the territory from England. Thus came the name Polk County.

Emergency Medical/Ambulance Services developed much like most communities out of a recognized need for services by communities and their residents. These services were typically created and modified by volunteer organizations and then full-time organizations as demand grew. Monmouth, Dallas, Fall City, Independence, Salem, and Willamina independently developed services to meet their residents' emergency medical and transportation needs.

EMS Governance

Polk County developed its first ambulance and emergency medical services plan in 1992, based on Oregon Revised Statute 683.062, which requires each county to develop an ambulance and emergency medical plan for its constituents.

Each private or governmental agency that desires to provide ambulance service must notify the county in writing to be considered for the adoption or amendment of a county plan. The county must consult and seek advice from the interested parties, after which they may adopt the plan. The Oregon Health Authority reviews and approves the county's plan.

Polk County Commissioners adopted the most current plan under Chapter 65: Ambulance Service. The adopted ambulance service plan establishes seven Ambulance Service Areas (ASAs). The plan outlines the responsibilities of the ASA providers and the consequences of willful violations.

A broad classification of Advisory Committee members appointed by the Board of Commissioners consists of a maximum of fourteen members. The committee meets quarterly to review the providers' performance, dispatching procedures, and EMS resources and then recommend EMS System improvements for the County Commissioner's consideration.

- Director of Emergency Management (Chair)
- Unaffiliated Public Member At Large
- Eight (8) Fire/Ambulance Representatives
- Polk County Administrative Officer
- Confederated Tribes of Grand Ronde
- Medical Director
- 911 Coordinator

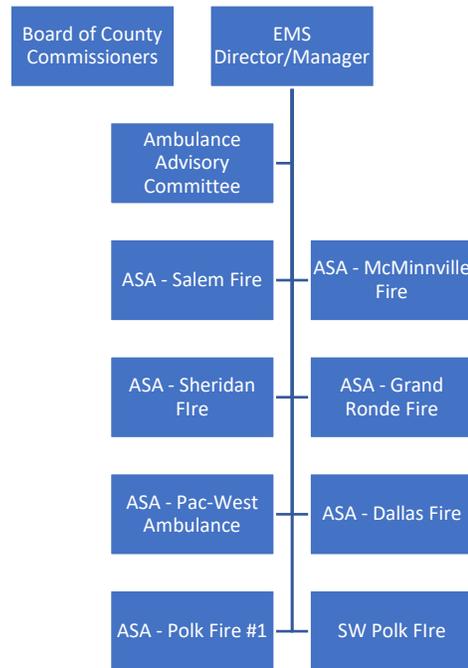
The Board of Commissioners develops public policy and manages county affairs and assets that enhance value and benefit Polk County citizens. Three elected County Commissioners serve four-year terms, with one commissioner staggered to maintain institutional continuity. Two commissioners were elected in 2022, and one was elected in 2020. The County Commissioners conduct public meetings twice weekly: one Work Session and one Board of Commissioners meeting.



Responsibility for overseeing the Emergency Medical section is delegated to the Emergency Management Director. The Director collaborates with the Ambulance Advisory Committee to collaborate on EMS system performance, and improvements, which are communicated to the County Commissioners where-in public policy can be enacted.

Each ASA provider has an EMS manager who reports to and informs the Director of Emergency Management, as depicted in the following figure.

FIGURE 1: REPORTING STRUCTURE OF ASA OPERATORS



Agency Planning

Each organization was asked to respond to their agency's development of planning efforts that assist with managing and improving EMS services. The following is an evaluation of the agency's responses and the status of these common managerial practices. Most agencies have accomplished many of the management components established to support the effectiveness of EMS systems. Some improvements should be undertaken to provide uniformity of practice throughout the County.

FIGURE 2: PLANNING EFFORTS BY ASA OPERATORS

	ASA 1 - Salem	ASA 2 - McMinnville	ASA 3 - Sheridan	ASA 4 - West Valley Fire	ASA 5 - Pacific West Ambulance	ASA 7 - Dallas Ambulance	ASA 7 - Polk County Fire District #1	ASA 8 - SW Polk County
Operational planning								
Response (run cards, EMS manage zones)	●	●	●	●	●	●	●	●
Regional incident command	●	●	●	●	●	●	●	●
Mutual aid planning	●	●	●	●	●	●	●	●
Tactical Planning								
MCI Planning	●	●	●	●	●	●	●	●
Specific hazard plans	●	●	●	●	●	●	●	●
Current Planning Process								
Planning group established	●	●	●	●	●	●	●	●
Mission statement developed	●	●	●	●	●	●	●	●
Strategies formulated (goals)	●	●	●	●	●	●	●	●
Benchmarks (performance objectives)	●	●	●	●	●	●	●	●
Performance statements by division	●	●	●	●	●	●	●	●
Monitored	●	●	●	●	●	●	●	●
Used in performance evaluations	●	●	●	●	●	●	●	●
Schedule for periodic evaluation and revision	●	●	●	●	●	●	●	●
Interest Group Assistance In Planning Process								
Customer survey	●	●	●	●	●	●	●	●
Citizen involvement	●	●	●	●	●	●	●	●
Business community involvement	●	●	●	●	●	●	●	●
Elected official involvement	●	●	●	●	●	●	●	●
Staff participation	●	●	●	●	●	●	●	●
Emergency Preparedness Planning								
Plans/documents	●	●	●	●	●	●	●	●
Adopted by elected officials	●	●	●	●	●	●	●	●
Published and available	●	●	●	●	●	●	●	●
Periodic review	●	●	●	●	●	●	●	●
Completed or Conducted	●							
Suggest Further Development	●							
Suggest to be initiated	●							



Mission Statement

An organization's mission statement should outline why the department exists and give general direction on executing the mission. This mission outlines the foundation and expectations for the responders to serve the community. The following agencies have developed mission statements and posted them for members, with the intent of communicating the organization's purpose to the community.

ASA 1 Salem

Protecting lives, property, and the environment placing safety and service above all.

ASA 2 McMinnville

The mission of the McMinnville Fire Department is to promote a safe environment, preserve life, protect property, and provide other quality services for the public benefit.

ASA 3 Sheridan

The mission of the Sheridan Fire District is to provide a safe, professional, and courteous team that strives to exceed the community's expectations. This mission requires our members to be part of a capable, respectful, all-hazards Fire/E. M. S. district that focuses on "Just doing the right thing" for those we serve.

ASA 4 – West Valley Fire District

To provide fire and life safety services to the citizens of Willamina, Grand Ronde, and surrounding areas with effective, efficient, and accountable service delivery.

ASA 6 Dallas Ambulance Service

We protect our communities from the adverse effects of fire and medical emergencies, and other hazardous situations.

ASA 7 Polk County Fire District #1

Committed and dedicated to providing professional fire and life safety and environmental protection to the community.

SW Polk Fire District

We protect our communities from the adverse effects of fire and medical emergencies, and other hazardous situations.



EMS Agency Staffing and ALS Units

Polk County EMS is configured like many regions using various staffing means to provide the best service for their citizens. Twenty-six medic units are allocated among seven ASAs and one proposed ASA, totaling eight response zones. While this appears excessive, many providers have responsibilities to provide service to other counties and regions. Also, some units are classified as reserve units used for peak demand or allocated to 12-hour shifts. Eighteen and a half 24-hour unit hours are assigned for Polk County responses.

The staffing configurations used by the various ASAs are single-role, dual-role, and cross-staffed firefighter units and other agency members are called back for peak activity units. Eighteen and a half med units are available for responses, provided no calls from outside the county commit the units. However, the eight half-time units operated by Pacific West Ambulance have reportedly only responded into Polk County twice in the past 10 years. This means Polk County routinely has 14 ½ med units available for EMS responses. The following table overviews each ASAs EMS unit assets and staffing approaches.

FIGURE 3: AGENCY ALS UNITS AND STAFFING CONFIGURATION

Units	ASA or Proposed ASA	Staffing Configuration	Hours of Operations	Primary Medic Station	Address	Shift/Unit Count
FALK units (ALS)	ASA 1 - Salem	Single Role	24/7	Posted	Taybin Rd NW & Hwy 221	3
M12 (ALS)	ASA 2 - McMinnville	Dual Role	24/7	Station 12	210 NW Bakercreek Rd	1
M1 (ALS)	ASA 2 - McMinnville	Cross Staffed	24/7	Station 1	175 SE 1st Street	1
M10 (ALS)	ASA 2 - McMinnville	Dual Role	24/7	Station 1	175 SE 1st Street	1
M11 (BLS)	ASA 2 - McMinnville	Dual Role	24/7	Station 1	175 SE 1st Street	0
M15 (ALS)	ASA 2 - McMinnville	Peak Activity Unit	M-F 8AM-5PM	Station 1	175 SE 1st Street	0.27
Sheridan M91 (ALS)	ASA 3 - Sheridan	Cross Staffed	24/7	Station 9	230 SW Mill Street	1
Sheridan M92 (ALS)	ASA 3 - Sheridan	Cross Staffed	24/7	Station 9	230 SW Mill Street	1
Sheridan M97 (ALS)	ASA 3 - Sheridan	Cross Staffed	M-F 8AM-6PM	Station 97	5945 Mill Creek	0.30
M25 (ALS)	ASA 4 - West Valley/Grand Ronde	Cross Staffed	24/7	Station 25	28480 McPherson Rd	1
M251 (ALS)	ASA 4 - West Valley/Grand Ronde	Cross Staffed	24/7	Station 25	28480 McPherson Rd	1
M28 (ALS)	ASA 4 - West Valley/Grand Ronde	Single Role	24/7	Station 28	825 N Main St.	1
M912 + M136 (ALS)	ASA 5 - Pac West	Single Role	Day/Night shifts	Newport	609 NW Coast St	1
M911 (ALS)	ASA 5 - Pac West	Peak Activity Unit	S-S 8AM-6PM	Newport	609 NW Coast St	0.42
M905+M906 (ALS)	ASA 5 - Pac West	Single Role	Day/Night Shifts	Lincoln City Station	2801 NE 22nd St	1
M907+M909 (ALS)	ASA 5 - Pac West	Single Role	S-S 8AM-6PM	Lincoln City Station	2801 NE 22nd St	1
M901 (ALS)	ASA 5 - Pac West	Peak Activity Unit	Peak Time Shift	Lincoln City Station	2801 NE 22nd St	0.42
M101 (ALS)	ASA 6 - Dallas	Cross Staffed	24/7	Station 100/EMS	240 SE Washington Street	1
M102/PM Eng. (ALS)	ASA 6 - Dallas	Cross Staffed	24/7	Station 100/EMS	240 SE Washington Street	1
M103 (ALS)	ASA 6 - Dallas	Callback-Peak	24/7	Station 100/Fire	915 SE Shelton	0

Polk 1 M91 (ALS)	ASA 7 - Polk County 1	Dual Role	24/7	Station 90	1800 Monmouth St	1
Polk 1 M92 (ALS)	ASA 7 - Polk County 1	Cross Staffed	24/7	Station 90	1800 Monmouth St	1
M144 (ALS)	SW Polk	Cross Staffed	24/7	Station 140 Salt Creek	15455 Salt Creek Rd.	1
M154 (ALS)	SW Polk	Cross Staffed	S-S 7AM-9PM (2 of 3 Shifts)	Station 150 Bridgeport	6040 S. Kings Valley Hwy.	0.58
Single Role:	Assigned to Medic Unit Only					21
Dual Role:	Primarily assigned to Medic Unit but can be activated as a firefighter					
Cross Staffed:	Assigned to respond to either a Medic Unit or Fire Engine, depending on call					
Callback:	Staff are called back to staff a unit during peak activity as needed.					



Personnel Management

An emergency service's most valuable resource is the personnel employed to provide the number of essential and complex activities necessary to function adequately and provide emergency services to the community. While each agency that provides emergency ambulance services in Polk County tailors their staffing and personnel management to meet its organization's needs, they all have the same level of commitment to their personnel.

The training methods used to maintain required education and certifications are also tailored to meet the requirements of each agency. The training is reported to the county as required in their ASA Agreement. The ALS ambulance staffing requirement in the County's ASA Agreement is one (1) Paramedic and at least one (1) EMT, which is the standard of care for staffing in many communities across the country. The staffing and personnel management of each of the eight emergency ambulance providers in the county are discussed in the following sections.

ASA 1 – Salem

The Salem Fire Department (SFD) has contracted emergency ambulance services to Falck Ambulance since 2015. SFD regularly meets with Falck representatives to review operational performance to ensure that agreed-upon benchmarks are met. Falck Ambulance has 80 personnel to provide Advanced Life Support (ALS) and ambulance service in ASA-1, staffing two paramedics on each ambulance. SFD also has two backup ambulances that provide capacity during increased call volume.

The SFD has a good depth of resources and adequate equipment and facilities to provide appropriate training for its staff. The Training and EMS Division is managed by a Deputy Chief who reports to the Assistant Chief. SFD is staffed by 174 FTEs (Full Time Employees) that provide emergency service. Two of SFD's 11 fire stations are located in Polk County – Stations 5 and 11 and typically respond to EMS calls in ASA-1.

SFD firefighters work a 24/48 shift schedule – 24 hours on-duty with 48-hours off-duty. Given the depth of resources in the department for emergency response, this schedule seems reasonable and not likely to negatively impact crew fatigue or patient safety. The Assistant Chief expressed the Department's difficulty locating paramedics to fill firefighter/paramedic positions. This staffing shortage of paramedics is a common situation all fire departments in the county face. No short-term or long-term solution has been identified. SFD seems to have adequate staffing to address current demands and the ability to increase ambulance resources in the future as demand increases.



ASA 2 – McMinnville

The McMinnville Fire Department (MFD) provides emergency ambulance service providing ALS from two stations, with three 24-hour ambulances and one peak activity unit scheduled for a 9-hour period. The staff operating the ambulances work a 24/48 shift schedule. While MFD has approximately 9,000 emergency responses annually, they respond to only a few EMS calls in ASA-2 annually. They also request mutual aid frequently from the Sheridan Fire District and Southwest Polk Fire District. MFD has 42 FTEs and 20-25 volunteer firefighters who support the organization.

ASA 3 – Sheridan

The Sheridan Rural Fire Protection District (ShFD) provides ALS ambulance service from the main station and Buell fire station. They are staffed with at least 2 paramedics and 3 EMTs, and volunteers provide staff to two substations. The 24-hour career staff is assigned a 48/96 schedule. The administrative staff work out of the main fire station consists of 3 additional paramedics (Fire Chief, Division Chief, and EMS Coordinator) and 1 EMT Basic (Administrative Assistant) available to respond to calls as needed.

ASA 4 – West Valley

West Valley Fire District has subcontracted fire protection and EMS services to Grand Ronde Fire Department (GRFD). The City of Willamina and unincorporated area of Grand Ronde, and the Confederated Tribes of Grand Ronde are currently served by GRFD.

The GRFD responds from two fire stations with three 24-hour ALS ambulances, each staffed with one paramedic and an EMT. Staff are assigned a 48/96 shift schedule.

ASA 5 – Pac West

Pacific West Ambulance (PWA) is a private company providing emergency ALS ambulance service to ASA-5. This ASA is mostly wilderness, and Pacific West reports they've had only 2 EMS calls in ASA-5 in the past ten years. PWA operates five ambulances daily and four at night. All staff are assigned 12-hour shifts. The vast majority of PWA's responses are outside of Polk County and not within the scope of this study. The 12-hour shifts are a reasonable work pattern for emergency ambulance staff; however, PWA is currently fully staffed with 22 FTEs for paramedics. PWA is compliant with training requirements established by the county.



ASA 6 – Dallas

Dallas Fire & EMS operates 1 ALS ambulance and 1 BLS/ALS ambulance accompanied with a Paramedic Engine to assist, based on call type. Staff are assigned to a 48/96 shift schedule. Personnel are also firefighters and cross staff fire apparatus when needed. A third ambulance is mutually staffed with the Hospital District for limited hours to provide interfacility transfer services.

Dallas Fire & EMS currently employs sixteen FTEs, nine of which are certified Paramedics. DFD complies with training and certification requirements outlined in their ASA Agreement with the county.

ASA 7 – Polk County 1

Polk County 1 Fire District (PCFD) staffs three ambulances – 2 ALS staffed with firefighter/paramedics (one fully staffed and one cross-staffed from Suppression resources), and the third staffed by volunteers when sufficient members are available. The department has nine firefighters/paramedics and three captains/paramedics, totaling 12 paramedics.

SW Polk Fire

South West Polk County Rural Fire District (SWPFD) staffs two ambulances 24 hours a day, one ALS Unit and the other 2/3 of an ALS unit. The primary unit is located at the Salt Creek station on a 24-hour basis.

The other unit is staffed seven days a week from 7:00 am to 11:00 pm due to the current lack of sleeping quarters at Bridgeport Station. The staff return to the Salt Creek Fire Station for the duration of their shift from 11:00 PM to 7:00 am. Two of the three shifts currently operate with a minimum of a Paramedic and EMT, while the third shift operates with an Intermediate and EMT.



Community Demographics

As of the 2020 census, Polk County's population was 84,525, encompassing 744 square miles. It is comprised of 32,933 households and 1,996 businesses built in urban population centers and across rural lands.

Disabled residents, those over 65 and those below the poverty level, are at greater risk of injury/illness or death and draw upon emergency services more frequently than other demographic groups.

FIGURE 4: SUMMARY OF AREA DEMOGRAPHICS

Ambulance Service Area	Population	Households	Daytime Pop.	Businesses	Employees
ASA 1 - Salem	34,937	13,143	28,027	632	5,139
ASA 2 - McMinnville	559	173	623	14	133
ASA 3 - Sheridan	1,268	481	955	26	211
ASA 4 - West Valley Fire	2,931	1,100	3,079	52	789
ASA 5 - Pac West	-	-	-	-	-
ASA 6 - Dallas	24,503	9,780	23,486	714	6,044
ASA 7 - Polk County 1	24,509	8,256	20,698	558	3,586

ASA 1 – Salem

ASA 1 encompasses 34,974 full-time residents and 13,143 households, with an estimated daytime population of 28,027 persons. There are approximately 632 businesses with 5,139 employees.

Households with disabled persons total 3,341, or 10% of the population. Those households below the poverty level total 938, or 3% of the population. Those 65 and older total 7,147 persons, accounting for 20% of the total population.

ASA 2 – McMinnville

ASA 2 encompasses 559 full-time residents and 173 households, with an estimated daytime population of 623 persons. There are approximately 14 businesses with 133 employees.

Households with disabled persons total 34 or 6% of the total population. Those households below the poverty level total 28, or 5% of the population. Those 65 and older total 150 persons, accounting for 27% of the population.

ASA 3 – Sheridan

ASA 3 encompasses 1,268 full-time residents and 481 households, with the daytime population estimated to be 955 persons. There are approximately 26 businesses with 211 employees.

Households with disabled persons total 116 or 9% of the total population. Those households below the poverty level total 44, or 3% of the population, and those 65 and older total 293 persons, accounting for 23%.



ASA 4 – West Valley/Grand Ronde

ASA 4 encompasses 2,931 full-time residents and 1,100 households, with the daytime population estimated to be 3,079, suggesting that an influx of people above the full-time population come into the area. There are approximately 52 businesses with 789 employees.

Households with disabilities account for 315 persons or 11% of the population. There are 100, or 3% of the population, below the poverty level. Sixty-five and older adults total 637 persons, accounting for 22% of the population.

ASA 5 – Pac West

Due to the nature of the geography and distance from population centers, there is no development, full-time residents, or businesses within this ASA, and no reported responses.

ASA 6 – Dallas

Dallas and its service area encompass 25,503 full-time residents and 9,780 households, with an estimated daytime population of 23,486. There are approximately 714 businesses with 6,044 employees.

Households with disabled persons total 3,119 or 12% of the total population. Those households below the poverty level total 1,329 or 5% of the population. Those 65 and older total 6,406 persons, accounting for 25% of the total population.

ASA 7 – Polk County 1

Polk County Fire District's service area encompasses 24,509 full-time residents and 8,256 households, with an estimated daytime population of 20,698. There are approximately 558 businesses with 4,465 employees.

Households with disabled persons total 1,959 or 8% of the total population. Those households below the poverty level total 1,362 or 5% of the population. Those 65 and older total 3,586 persons, accounting for 14% of the total population.

Capital Facilities

The effective and efficient distribution of EMS resources depends on the locations of facilities to meet the community's service demands. These facilities are classified as critical infrastructure like other community assets: hospitals, emergency operations centers, police stations, dispatch centers, and others. The table overviews the EMS deployment infrastructure and the facility's resilience.

The capacity to house personnel and equipment within each facility and provide the necessary amenities are essential to a well-functioning facility. Of the eight providers, seven agencies house medic units in fire stations. Pacific West Ambulance operates from privately owned facilities. See **Appendix A** for additional information regarding the facilities.



FIGURE 5: KEY RESILIENCE FACTORS – EMS FACILITIES

ASA 1 Salem	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Posting	Posting	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ASA 2 McMinnville	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Station 12	210 NW Bakercreek Rd	↓	1970	↓	↓	↑	1,000	↓	↑
Station 1	175 SE 1st Street	⇒	1987	↓	↑	↑	15,184	↑	↑
ASA 3 Sheridan	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Station 9	230 SW Mill Street	↑	2022	↑	↑	↑	14,170	↑	↑
Station 98	9255 DeJong Road	⇒	1978	↓	↑	↓	4,000	↓	↑
Station 97	5945 Mill Creek Rd.	⇒	1983	↓	↑	↓	2,800	↓	↑
ASA 4 West Valley	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Station 25	28480 McPherson Rd.	⇒	2011	↑	↑	↑	14,000	↑	↑
Station 28	825 NE Main Street	⇒	2004	↑	↑	↑	50,000	↑	↑
ASA 5 Pac West	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Newport	609 NW Coast St	⇒	1999	↑	↑	↑	11,100	↑	↑
Lincoln City	2801 NE 22nd St	⇒	2007	↑	↑	↑	10,233	↑	↑
ASA 6 Dallas Amb.	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Sta. 100/EMS	240 SW Washington	⇒	1995	↑	↑	↑	3,020	↑	↑
Sta. 100/Fire	915 SE Shelton St	⇒	1973	↑	↑	↑	13,482	↓	↑
ASA 7 Polk 1 FD	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Station 90	1800 Monmouth St	⇒	1993	↑	↑	↑	21,000	↑	↑
Station 40	11350 Church St	⇒	2006	↑	↑	↓	3,000	↓	↓
Station 70	12485 Kings Valley Hwy	↓	1993	↑	↑	↓	1,932	↓	↓
Station 80	14775 Airlie Road	↓	1979	↑	↓	↓	2,350	↓	↓
ASA 8 SW Polk	Address	Cond.	Year	Seismic	Aux-Pwr.	24-Hr Qrts	Feet ²	Spklr.	Detr.
Station 140	15455 Salt Creek Road	↑	2021	↑	↑	↓	5,040	↓	↓
Station 150	6040 S Kings Valley	↑	2021	↑	↑	↓	2,400	↓	↓
Station 130	9105 Rickreall Road	↑	2021	↑	↑	↓	5,040	↓	↓

LEGEND			
Excellent/Present	↑	Good	⇒
Fair	⇒	Poor/Absent	↓



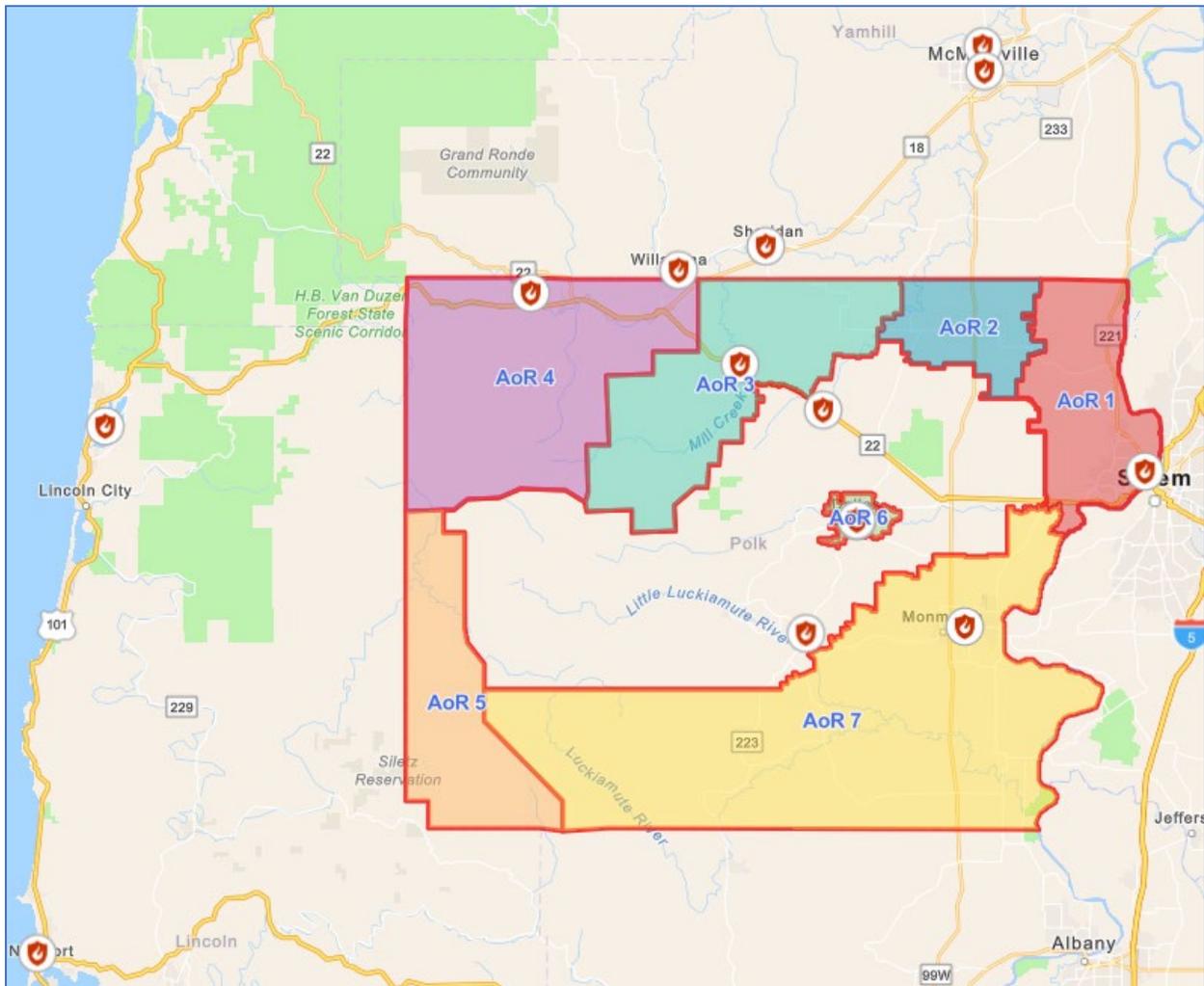
Current Service Delivery

ESCI evaluated the operational components of service delivery and performance from the perspective of service demand, distribution, unit workload, and response performance.

Polk County requires an Ambulance Service Area Agreement to be officially executed for emergency ambulance providers. There are various requirements each provider agrees to in these agreements, the primary metric being response time performance. It is important to note that "Response Time" is when the agency receives the call until it arrives on the scene. Included within that metric is the time the agency is dispatched until the unit begins responding, known as "Turnout Time." NFPA 1710 and 1720 recommend a turnout time of 60 seconds.

Polk County EMS is currently divided into seven ASA areas. Each ambulance unit base station or ambulance posting location is represented on the map with the goal of performing an analysis of the EMS deployment system.

FIGURE 6: CURRENT ASA BOUNDARIES



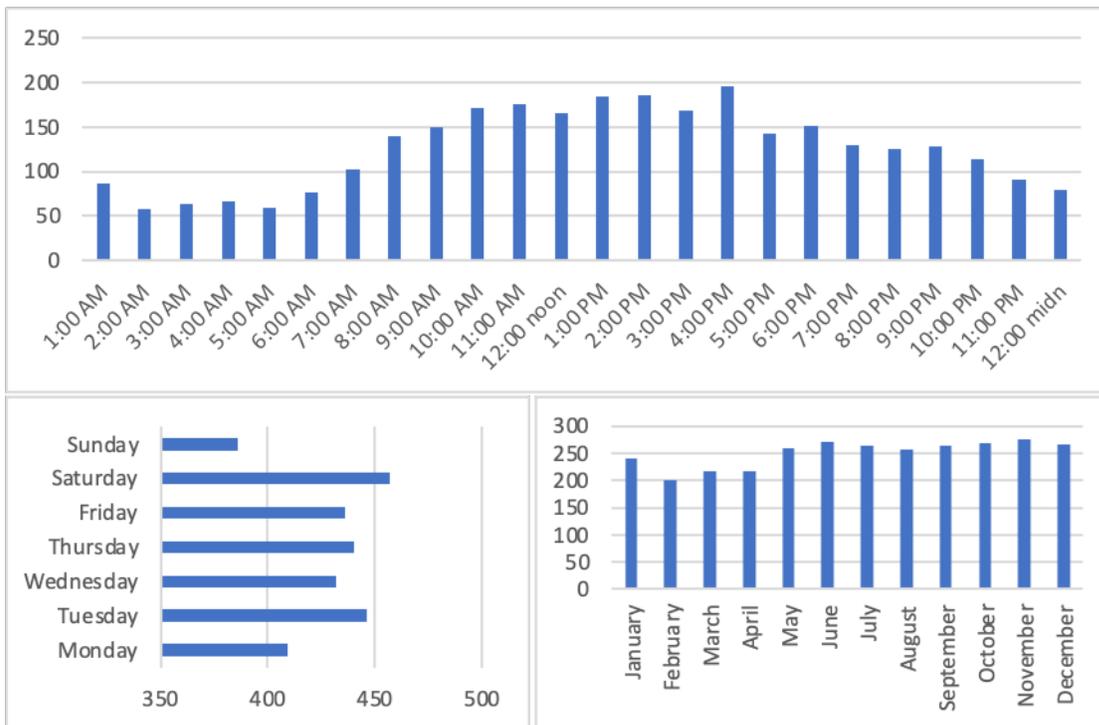
Temporal Analysis

ASA 1 – Salem Fire Department

This ASA measures approximately 45 square miles and covers the Salem Suburban Fire Protection District, Spring Valley RFPD, the Polk County area of the Dayton RFPD, and portions of the City of Salem within Polk County. The Eastern and Northern ASA boundaries follow the Polk-Marion and Polk-Yamhill County lines.

Incidents peaked for SFD at 4:00 am, with Saturday being the week's busiest day. As expected, the call demand curve drifts down in the late evening and early morning hours and rises as calls increase when residents awake and prepare for their day. May through October shows the busiest activity, with April having the fewest incidents.

FIGURE 7: TEMPORAL DATA – SALEM ASA 1

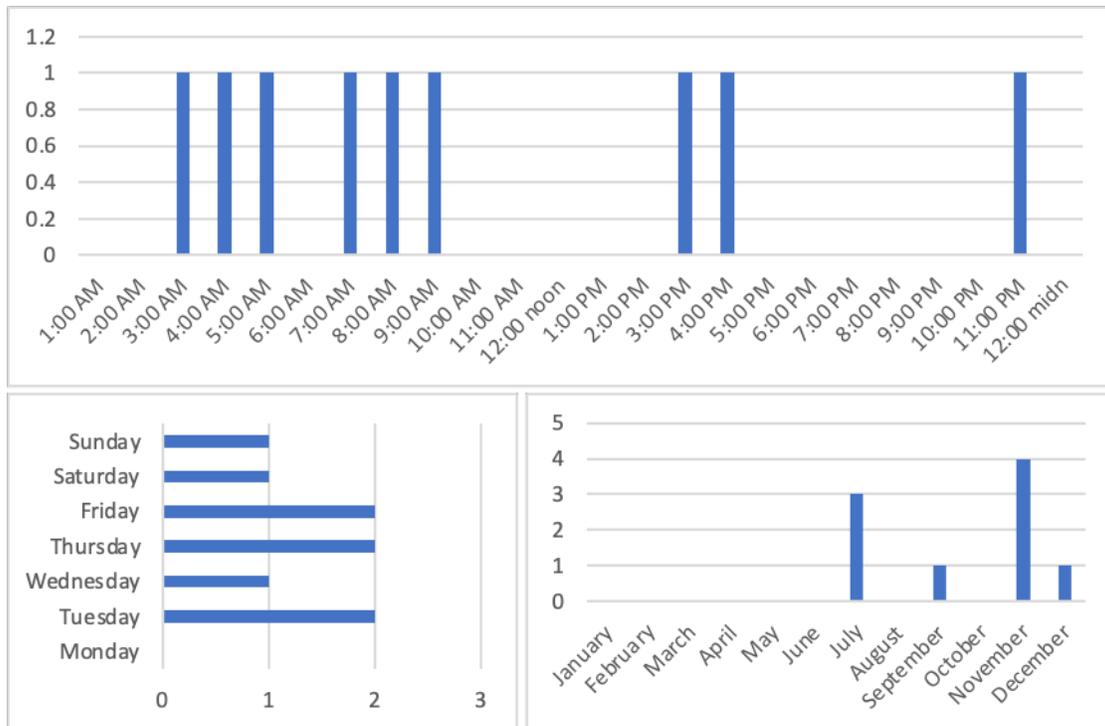


ASA 2 – McMinnville Fire Department

This ASA measures approximately 25 square miles and covers the Amity Rural Fire Protection District area within Polk County. The northern boundary of this ASA follows the Polk-Yamhill County line. Starting at the Polk-Yamhill County line, the boundaries follow the Amity fire district boundaries until they once again intersect the Polk-Yamhill County line, completing its borders. McMinnville Fire Department provides ambulance service for this area; Amity Fire Department responds with a quick response team. McMinnville Fire Department is in Yamhill County and serves ASA-2, a rural area in Polk County.

Given the small call volume of EMS calls for the reported data, no trend data in the figure below is helpful for planning purposes.

FIGURE 8: TEMPORAL DATA - MCMINNVILLE ASA 2



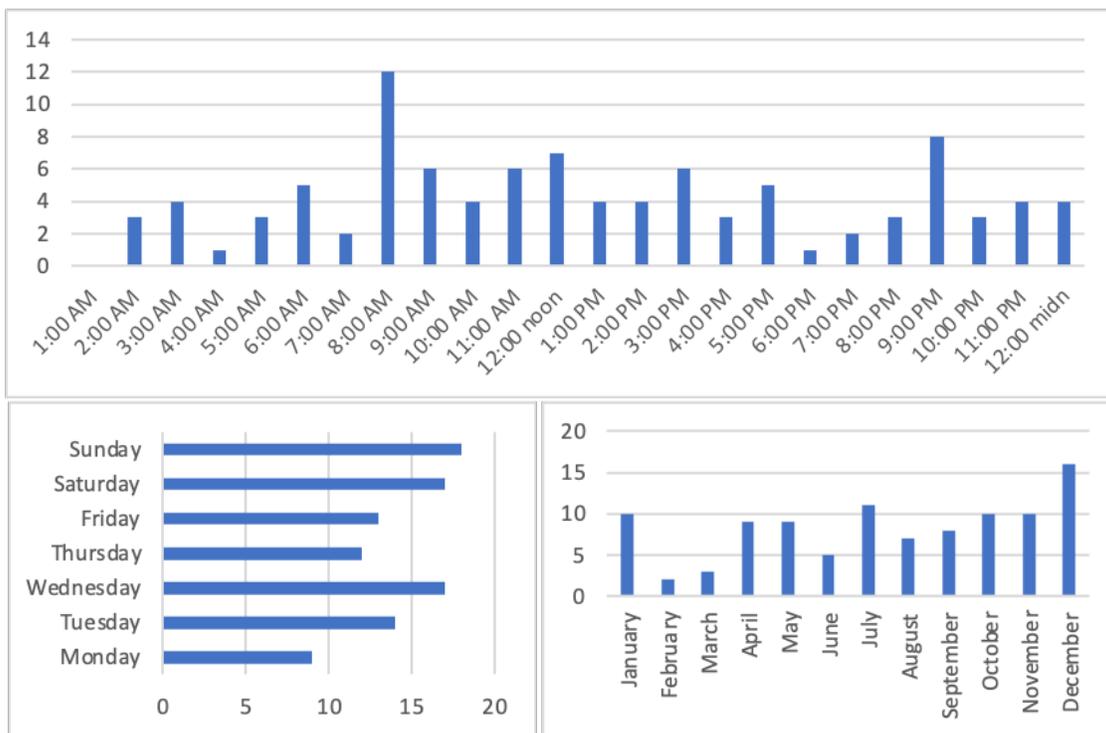
ASA 3 – Sheridan Rural Fire Protection District

This ASA measures approximately 75 square miles and covers the Sheridan Rural Fire Protection District area within Polk County and an area of the coast range frontier to the south of the fire district. The northern boundary of this ASA follows the Polk-Yamhill County line. The Eastern ASA boundary follows the Sheridan Rural Fire Protection District lines. South on Broadmead Road (from Ballston Road) to the south, down Enterprise Road to Hwy 22. (The Polk County line on the eastern edge is the Willamette River in Salem).

Sheridan Rural Fire Protection District (ShFD) provides emergency ambulance service from its main station located in Yamhill County into Polk County ShFD with the vast majority of responses occurring in Yamhill County, the trend data has diminished value.

The call demand curve by the hour of the day in the figure below shows that EMS calls peak at 8:00 am with some variations by the hour during the daytime period. This is likely attributable to the small call volume dataset. You can infer that, like other communities, call activity is highest from the morning to afternoon and declines in the late evening and early morning hours. The day with the highest number of calls is Sunday, and the busiest month is December.

FIGURE 8: TEMPORAL DATA – SHERIDAN ASA 3

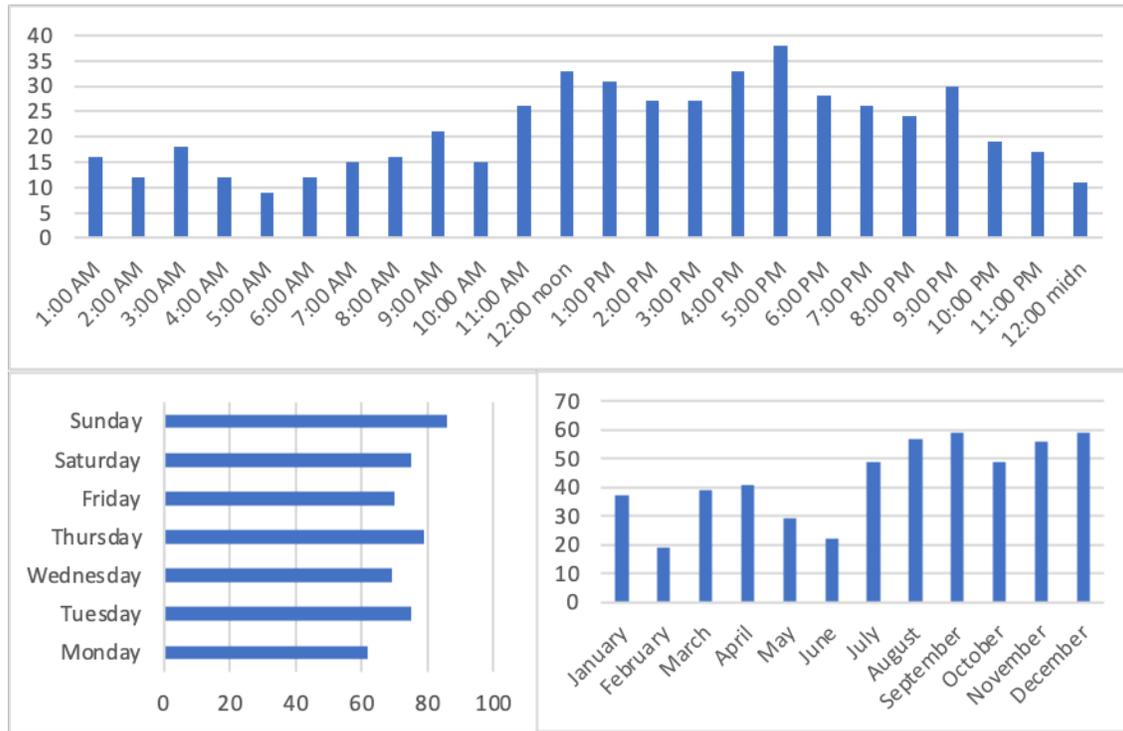


ASA 4 – West Valley/Grand Ronde Fire Department

This ASA measures approximately 102 square miles and covers the West Valley Fire District area within Polk County and an area of the coast range frontier to the South. The Western and Northern ASA boundaries follow the Polk-Lincoln and Polk-Yamhill County lines. Grand Ronde Fire Department (GRFD) provides EMS services under a subcontract with West Valley Fire District.

The call demand curve in the figure below varies widely, with the busiest activity is between 12 noon to 9:00 pm. Sunday is the busiest day of the week, while September has the most call activity.

FIGURE 9: TEMPORAL DATA – WEST VALLEY/GRAND RONDE ASA 4



ASA 5 – Pacific West Ambulance

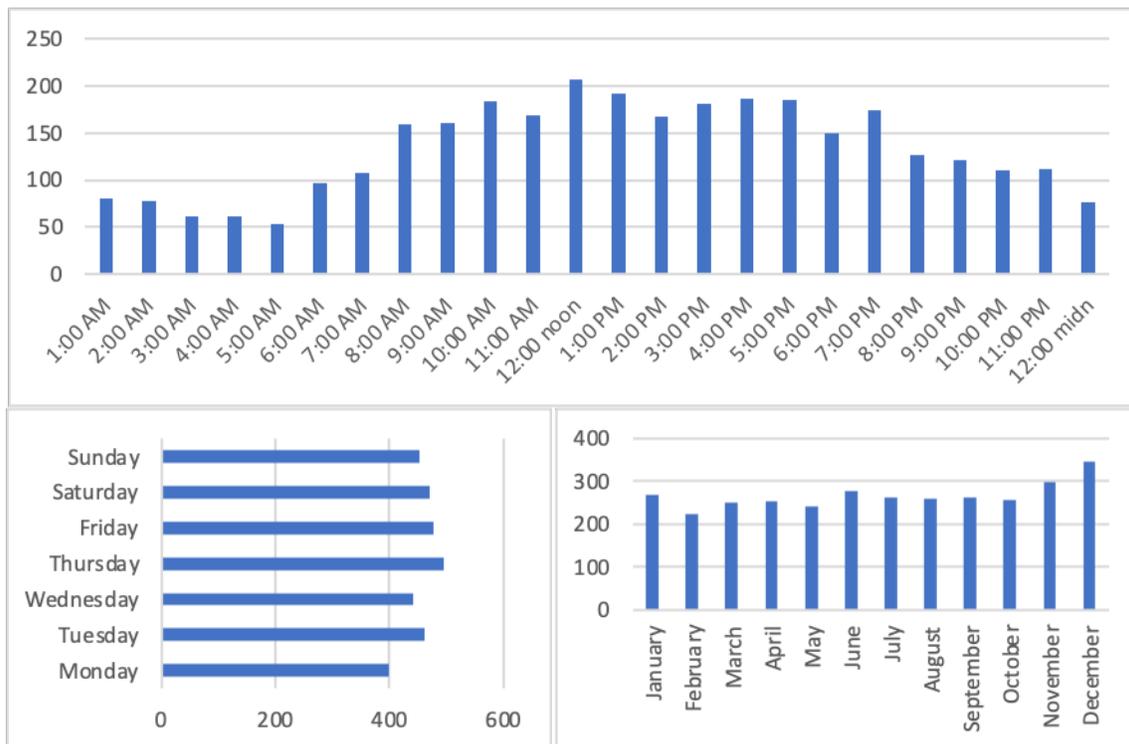
This ASA measures approximately 52 square miles and covers the west drainage areas of the coast range frontier on the Western edge of South Polk County. The Western and Southern ASA boundaries follow the Polk-Lincoln and Polk-Benton County lines. Pacific West Ambulance (PWA) did not provide any response data to ESCI as they did not have any responses in ASA-5 for several years.

ASA 6 – Dallas

This ASA measures approximately 240 square miles and covers the Southwestern Polk County Rural Fire Protection District, including the Cities of Falls City and Dallas, and an area of the coast range frontier to the West. The Eastern and Northern ASA boundaries follow the Southwestern Polk County Rural Fire Protection District lines. Dallas Fire responds to EMS incidents from two stations within the same city block in the City of Dallas with two staffed ambulances and a paramedic Engine Company beginning July 10, 2023. In 2022, Dallas performed approximately 316 interfacility transfers out of their total call volume of 3,196 EMS incidents. On May 1, 2022, Dallas Ambulance offered a subcontract to SW Polk, effective in providing ambulance services outside the City of Dallas, consisting of mostly rural and suburban areas, but was rejected by SWPFD.

The call demand curve for EMS calls in the figure below has a clearly defined pattern, with calls peaking between 8:00 am and 7:00 pm, with the number of incidents declining between 8:00 pm to 7:00 am. Thursday has the most call activity, while November and December see an increase in incident activity.

FIGURE 10: TEMPORAL DATA – DALLAS AMBULANCE ASA 6

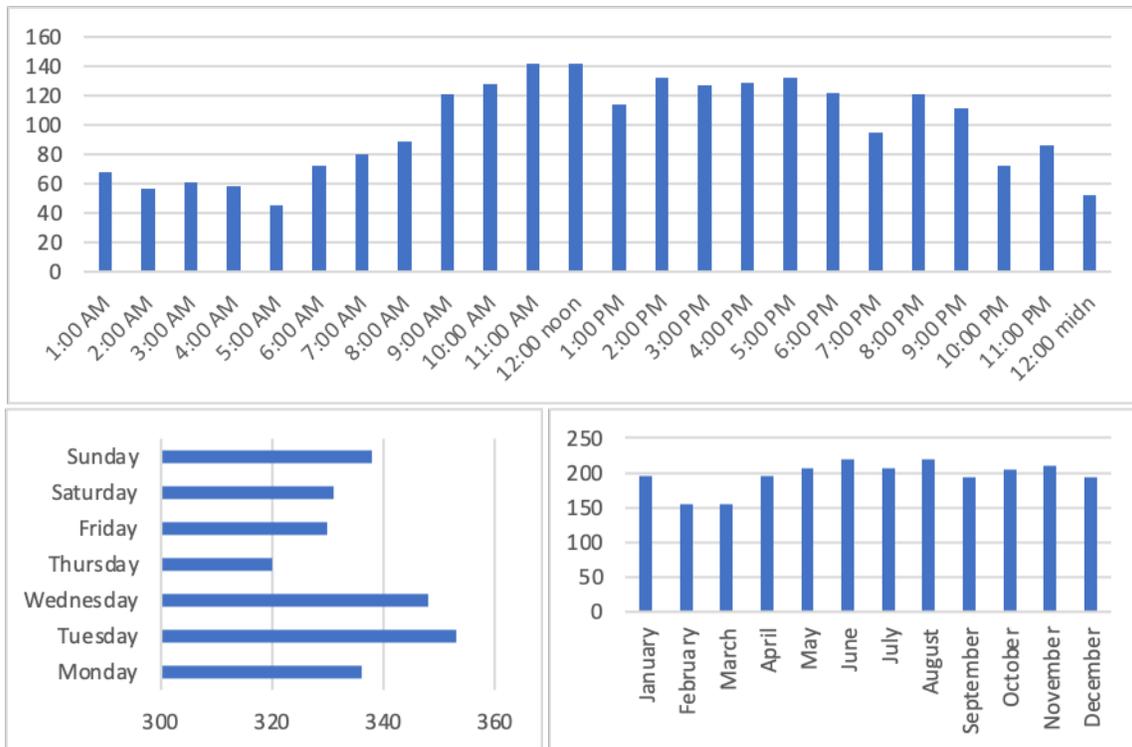


ASA 7 – Polk County Fire District # 1

This ASA measures approximately 206 square miles and covers the Polk County portions of Polk County Fire District #1, including the cities of Monmouth and Independence, Polk County portions of Hoskins-Kings Valley RFPD, and an area of coast range frontier to the West. The East and North ASA boundaries follow the Polk County Fire District #1 lines.

The call demand curve for EMS calls in the figure below has a similar pattern as other ASAs, with calls peaking between 9:00 am and 6:00 pm. Tuesday has the most call activity, and a reduction occurs on Thursday, while June and August have the most activity.

FIGURE 11: TEMPORAL DATA – POLK CO. 1 ASA 7



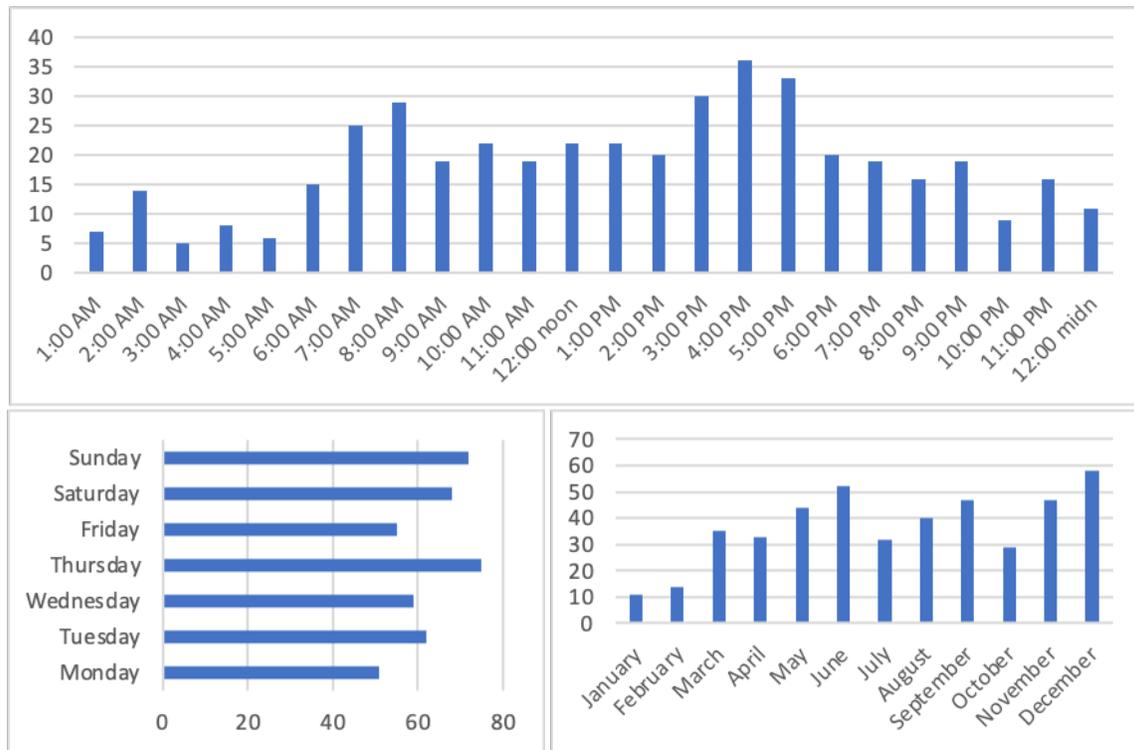
SW Polk County Rural Fire District

Southwest Polk County Fire District began staffing their Salt Creek station in 2020 and staffed an ambulance able to provide transportation during peak hours and times when other ambulances were unavailable. The Fire District boundary is 123 square miles. The district follows ASA 6 boundary and is bordered to the North by ASAs 2,3,4; to the South by ASA 7; to the West by ASA 5; and to the East by ASA 1.

Although SW Polk County Fire does not currently have an ASA, they began providing emergency ALS ambulance service in December 2021. Most of the district’s EMS responses are in the rural designations.

The call demand curve for EMS calls in the figure below shows calls peaking between 7:00 am to 10:00 am and 3:00 pm and 6:00 pm. Thursday has the most call activity, while June and December have the most incident activity.

FIGURE 12: TEMPORAL DATA – SW POLK

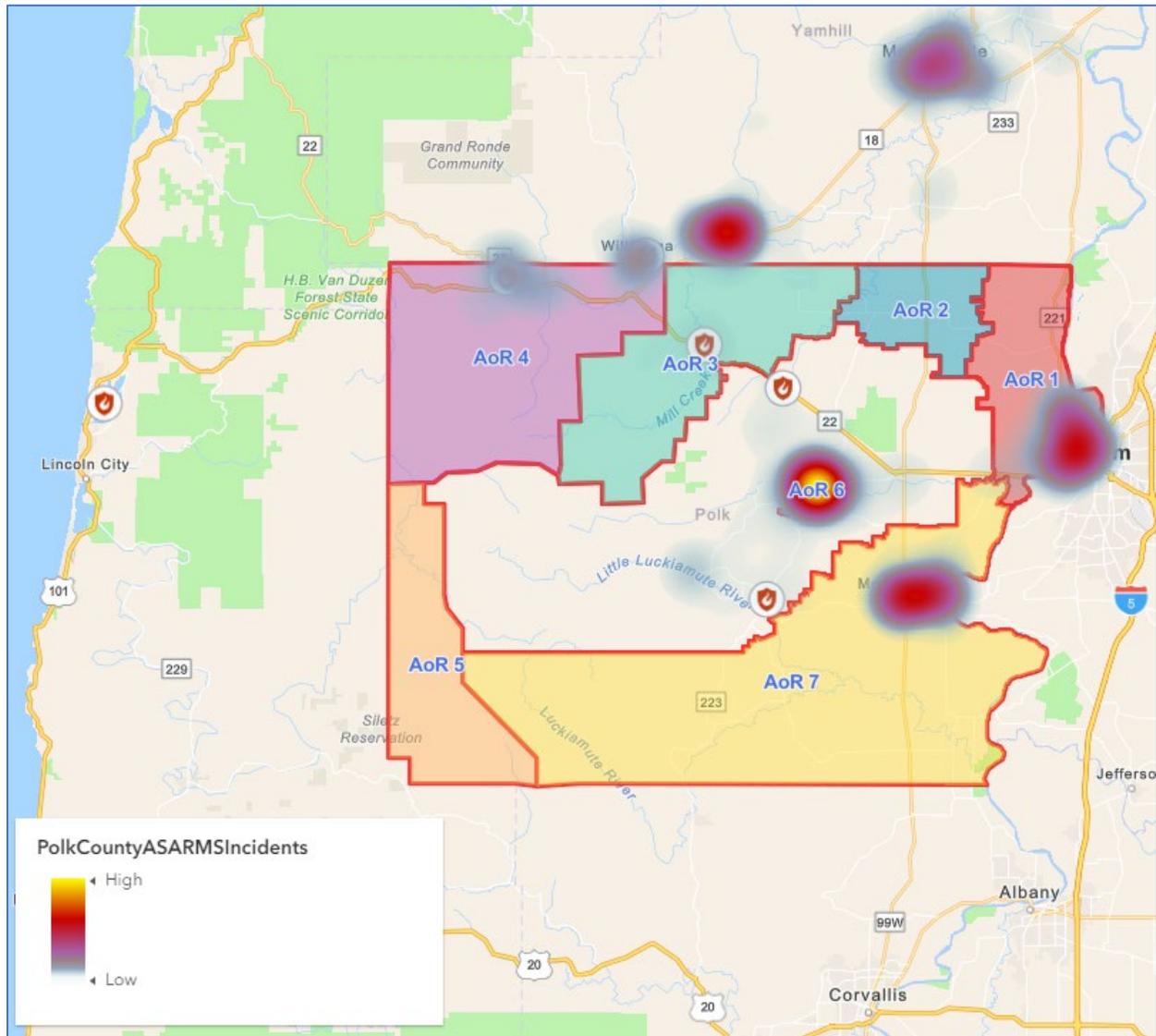


Service Demand

Heat Mapping

Data provided by each provider for 2022 shows pockets of EMS incident density (Heat Map) where most calls occur. There were 10,122 total EMS incidents in Polk County in 2022.

FIGURE 13: EMS INCIDENT MAPPING 2021



2002 Response Data by ASA

The following figure identifies the number of EMS incidents within each ASA boundary, including interfacility transfers, responded to by each agency across all ASA boundaries.

FIGURE 14: EMS RESPONSE DATA – 2022

Agency	ASA1	ASA2	ASA3	ASA4	ASA6/8	ASA7	IFT	GRAND TOTAL
Salem Fire	3,002	0	0	0	0	0	N/A	3,002
McMinnville Fire	1	9	1	0	0	0	N/A	11
Sheridan Fire	0	1	100	19	24	0	N/A	
West Valley/GRFD	0	0	6	516	3	0	N/A	525
Dallas Fire	1	0	5		2,880	231	700	3,817
Polk County Fire 1	2	1	0	0	177	2,356	N/A	2,536
SW Polk Fire	1	10	3	6	491	10	97	618
ASA TOTAL	3,007	21	115	541	3,575	2,597	797	10,653



Response Performance

Although the other components addressed in this report contribute to the success of each ASA in Polk County, the provision of EMS, fire protection, and other emergency services across the county are the primary reason for the development and updating of the ASA Plan. "Virtually all communities have some form of EMS system. For any one community, the components of the EMS system and the level of service should be tailored to the needs and wants of that community." ¹

According to the ASA Agreement, Section V.1. "Provider Response Times shall be met for emergency calls at least 90% of the time. Emergency calls are defined as a continuous emergency response, which commences with the notification of responders and ends with the arrival on the scene." Response time standards are one of the pillars in the design of an EMS system. "EMS systems and agencies should use performance measures as a framework for operational improvement." ²

Section V, subsection 1-B of the Agreement states, "Provider Response Time may be met with the arrival of the first unit dispatched as part of the response team. This may be a Quick Response Team or an Ambulance Provider. When the response time component is met by the arrival of a Quick Response Team, the Ambulance Provider's arrival time may be extended. If the Ambulance Provider is the first to arrive on the scene, it must comply with the response time standard for the response time zone in which the response is occurring."

One significant additional allowance for response time is "Response times for ambulance providers may be extended by two (2) minutes with the arrival of a BLS Quick Response Team, or by five (5) minutes with the arrival of an ALS Quick Response Team." ³ Due to the lack of data regarding the type of unit arriving on-scene first, ESCI could not evaluate this metric.

The following tables show the response metrics for each agency to the three population density zones for each system response metric. NFPA 1720 identifies population density criteria which were applied using ESRI GIS tools and publicly available census data for purposes of this analysis. In addition, interfacility transfers were removed from this evaluation, and times relate to only incidents withing each providers ASA responsibility. For instance, incidents in which an agency responded to another ASA for mutual aid were not calculated in these times.

FIGURE 15: COUNTYWIDE RESPONSE PERFORMANCE – 2022 INCIDENT DATA

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:02:49	0:09:32	0:11:21	1:01:11	7768	79%
Suburban	0:02:23	0:10:00	0:11:14	1:07:25	410	4%
Rural	0:03:15	0:16:38	0:18:45	1:05:44	1680	17%

¹ NFPA 450: Guide for Emergency Medical Services and Systems, Section 5.1.1

² NFPA 450: Guide for Emergency Medical Services and Systems, Section 5.4.3.1

³ Polk County ASA Agreement, Section V-C

FIGURE 16: ASA 1-SALEM - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:01:10	0:07:55	0:08:31	0:59:32	2686	89%
Suburban	0:01:13	0:09:21	0:09:51	0:55:56	168	6%
Rural	0:01:21	0:11:45	0:12:26	0:58:19	148	5%

FIGURE 17: ASA 2-MCMINNVILLE - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	N/A	N/A	N/A	N/A	N/A	
Suburban	N/A	N/A	N/A	N/A	N/A	
Rural	0:02:37	0:33:40	0:34:24	1:10:17	9	100%

FIGURE 18: ASA 3-SHERIDAN - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	N/A	N/A	N/A	N/A	N/A	
Suburban	N/A	N/A	N/A	N/A	N/A	
Rural	0:03:00	0:15:37	0:16:43	1:13:41	100	100%

FIGURE 19: ASA 4- WEST VALLEY/GRFD - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:03:00	0:11:00	0:13:20	1:16:50	65	13%
Suburban	0:02:54	0:09:24	0:10:24	1:18:36	166	32%
Rural	0:03:00	0:11:00	0:13:22	1:06:35	285	55%

FIGURE 20: ASA 6-DALLAS - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:02:22	0:07:18	0:09:10	0:55:16	2368	82%
Suburban	0:02:03	0:14:54	0:17:11	1:11:58	41	1%
Rural	0:02:24	0:16:25	0:18:25	1:00:09	474	16%

FIGURE 21: ASA 7-POLK FD1 - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:03:39	0:08:32	0:11:02	1:06:18	2144	91%
Suburban	0:04:40	0:08:00	0:12:40	1:13:09	7	0.3%
Rural	0:03:35	0:15:34	0:18:07	1:21:10	205	9%

FIGURE 22: SW POLK - RESPONSE TIME PERFORMANCE

Pop. Density	Turnout Time	Travel Time	Response Time	Commit Time	Incidents	Percent
Urban	0:21:52	0:16:23	0:30:00	1:38:00	98	20%
Suburban	0:03:22	0:10:19	0:13:20	0:44:31	22	4%
Rural	0:04:25	0:19:20	0:22:02	1:02:08	371	76%



EMS ASA Workload & Reliability

Each ASAs response area was evaluated for its workload to incident activity. This measurement is known as Unit Hour Utilization (UHU), which calculates the total time committed to incidents divided by the unit hours deployed to respond, expressed as a percentage. Henrico County, Virginia, established a matrix for fire service managers to evaluate manageable commitment ranges for crews and establish a time in which additional resources are necessary.

FIGURE 23: COMMITMENT FACTORS AS DEVELOPED BY HENRICO COUNTY (VA) DIVISION OF FIRE, 2016

Factor	Indication	Description
16–24%	Ideal Commitment Range	Personnel can maintain training requirements and physical fitness and consistently achieve response time benchmarks. Units are available to the community more than 75% of the day.
25%	System Stress	Community availability and unit sustainability are not questioned. First-due units respond to their assigned community 75% of the time, and response benchmarks are rarely missed.
26–29%	Evaluation Range	The community served will experience delayed incident responses. Just under 30% of the day, first-due ambulances are unavailable; thus, neighboring responders will likely exceed goals.
30%	“Line in the Sand”	Not Sustainable: Commitment Threshold—the community has less than a 70% chance of timely emergency service, and immediate relief is vital. Personnel assigned to units at or exceeding 0.3 may show signs of fatigue and burnout and may be at increased risk of errors. Required training and physical fitness sessions are not consistently completed.

Fire service publications such as the Commission on Fire Accreditation (CFAI) Community Risk Assessment: Standards of Cover, 10th Edition, suggest that UHU rates ranging from 25 to 30 percent may negatively affect response performance and lead to personnel burnout. The average commit time for all incidents, excluding interfacility transfer for 2022, was 56 minutes and 54 seconds, therefore the calculation will assume a 60-minute commit time for each incident. The following figure shows the Unit Hour Utilization by agency. McMinnville and Dallas Fire Departments are approaching a utilization that may soon require future evaluation to determine if added capacity is necessary to meet response time standards.

FIGURE 24: UNIT HOUR UTILIZATION

ASA Provider & Affiliate Agency	EMS Incidents, including IFT	ALS Units	Unit Hrs. Provided	UHU
Salem Fire	3,007	3	26,280	11%
McMinnville Fire	7,148	4.3	37,668	19%
Sheridan Fire	1,436	2.3	20,148	7%
West Valley/GRFD	1,242	3	26,280	5%
Dallas Fire	3,919	2	17,520	22%
Polk County Fire 1	2,726	2	17,520	16%
SW Polk	664	1.6	14,016	5%



2002 Reliability by ASA

ESCI calculated each agency’s ability to respond to incidents within their ASA assignment. This measure is a factor in evaluating an agency’s performance based on availability during peak incident periods, responding to fires, and waiting to transfer care to hospital staff (Wall Time).

The following table provides the reliability of each ASA provider utilizing 2022 data. This measure should be carefully considered because agencies, such as Sheridan Fire District and Dallas Fire Department, have modified its delivery system and added response capacity.

Also, it is desired to have the system, meaning all agencies work in a coordinated manner, respond to other ASAs when the assigned ASA provider is not available due to commitment to other emergency incidents. The most important measure should be whether the right resource arrives in the performance standard established by the Polk County Commissioners.

FIGURE 25: DISTRIBUTION OF RESOURCES BY ASA OPERATOR

ASA Provider & Affiliate Agency	ASA Total	Responded to in ASA	Reliability
Salem Fire	3,007	3,002	100%
McMinnville Fire	21	9	43%
Sheridan Fire	115	100	87%
West Valley/GRFD	541	516	95%
Dallas Fire	3,575	2,880	81%
Polk County Fire 1	2,597	2,356	91%

ASA Response Requirements

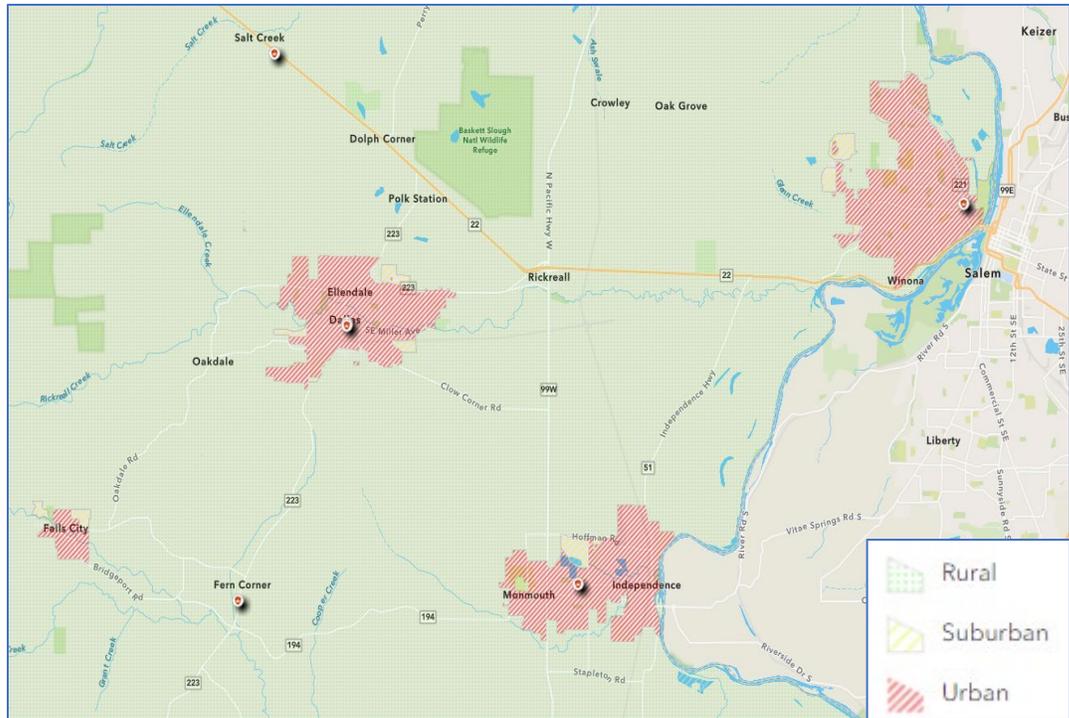
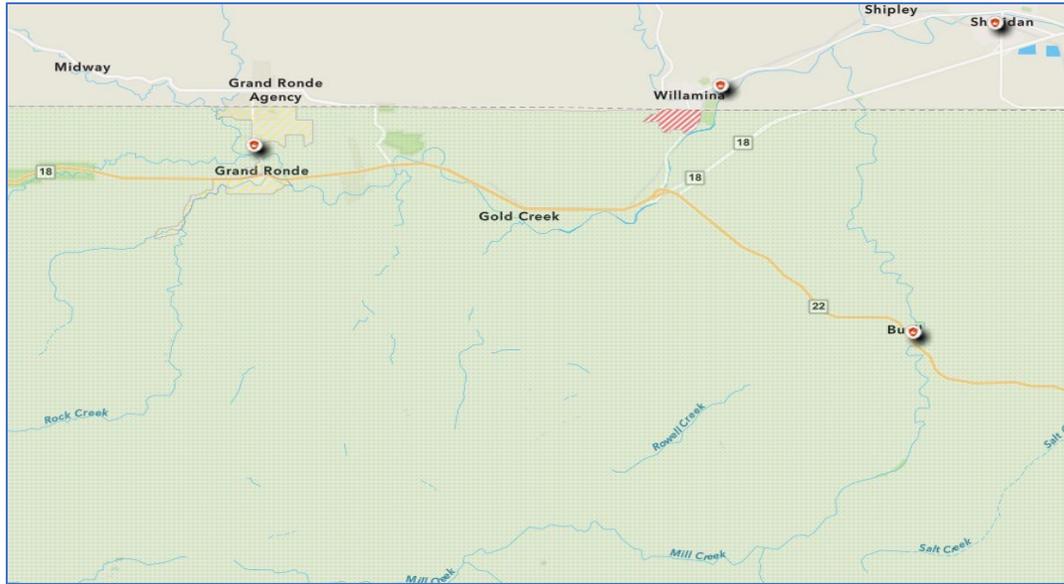
Polk County’s ASA Plan establishes three-time standards that dictate the level of EMS services through different population densities.

- Urban Response Time is 8:00 Minutes.
- Suburban Response Time is 15:00 Minutes.
- Rural Response Time is 45:00 Minutes.

The population densities are based on NFPA 1720, characterizing an urban area as 1,000 or more people per square mile, a suburban area between 500 to 1,000 people per square mile, and a rural area as 500 or fewer people per square mile. The following figure depicts the urban, suburban, and rural areas based on the above criteria.

Based on the above criteria, GIS identified pockets of urban and suburban zones that represented small housing developments that are not within a municipal and tribal development area. ESCI removed those minor density zones, reserving urban and suburban designations within or adjacent to Salem, Dallas, Fall City, Monmouth/Independence, Willamina, and Grand Ronde. The figure below represents those zones that ESCI would recommend the performance be measured against for EMS system performance.

FIGURE 26: URBAN, SUBURBAN, AND RURAL DESIGNATION MAPS

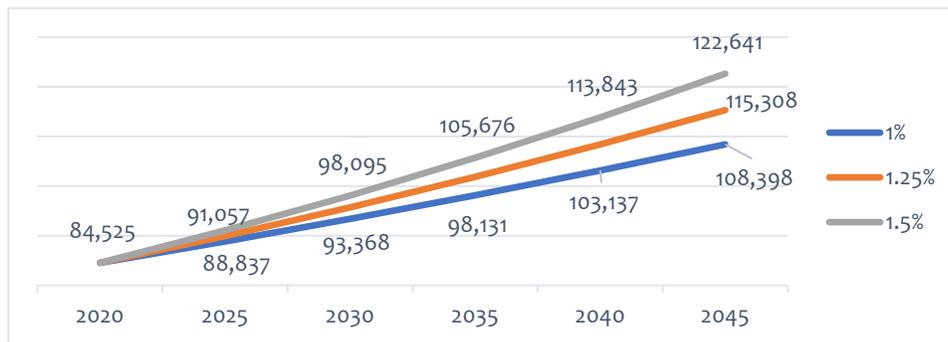


Future Service Projections

Population and Service Demand Projections

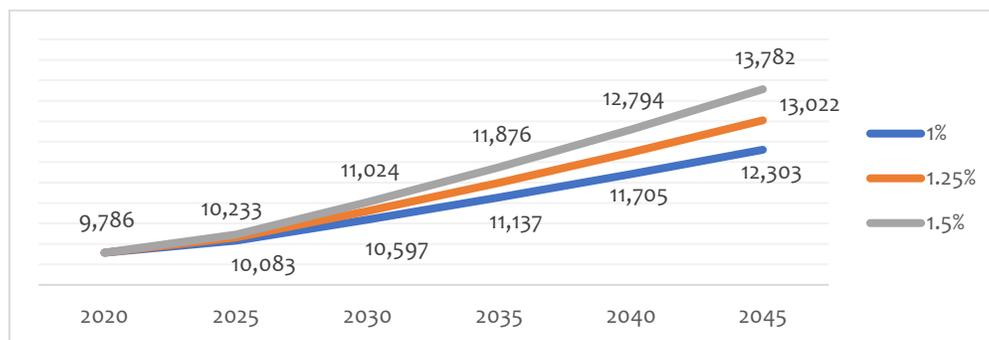
Portland State University and the Population Research Center from the University of Texas studied the population growth and migration patterns across the region, including Polk County. That research suggests Polk County could realize a 1.5% growth rate annually through 2070. According to county staff, Polk County’s population growth rate has ranged from 1% to 1.25%. ESCI has produced potential growth rates on the following chart through 2045 based on those potential growth rates.

FIGURE 27: POPULATION PROJECTIONS POLK COUNTY



The call volume was estimated and projected the EMS call volume through 2045. The following chart shows the estimated future call volume under the three incident growth rates, excluding interfacility transport demand. These estimates do not account for other demographic factors, such as increasing senior populations, poverty, and activities that draw tourism. The county should continue to monitor changes and adjust call volume projections.

FIGURE 28: EMS INCIDENT VOLUME PROJECTIONS



ESCI estimated the projected EMS incident volume using the 2022 reported EMS data, not including IFTs, and assuming a 1.25% growth rate projected through 2045 provides an estimate of response through 2045 by ASA.

These estimates should be evaluated and updated annually based on actual EMS response data. Community growth in particular county areas are diverse in their growth activity, which may cause demand to grow exponentially in one or more ASAs. Also, EMS incidents are strongly correlated to population and activities that draw people to the region can significantly impact service demand.

FIGURE 29: INCIDENT VOLUME PROJECTIONS POLK COUNTY

	ASA1 Salem	ASA2 McMinnville	ASA3 Sheridan	ASA4 WV/GRFD	ASA5 Pac West	ASA6 Dallas	ASA7 Polk 1	SW Polk
2022	3007	21	115	541	No Inc.'s	3575	2597	454
2025	3121	22	119	562	No Inc.'s	3711	2696	471
2030	3321	23	127	598	No Inc.'s	3949	2868	501
2035	3534	25	135	636	No Inc.'s	4202	3052	534
2040	3760	26	144	677	No Inc.'s	4471	3248	568
2045	4001	28	153	720	No Inc.'s	4757	3456	604



Fiscal Analyses and Future Sustainability

This section of the study provides background information on the historical conditions of the Polk County ASAs Comprehensive Fire and EMS system analysis. To understand fire service and EMS financial resources and costs within the study area, ESCI reviewed the individual historical revenues and expenditures provided by each Ambulance Service Area. The review includes a five-year historical look back to the extent the data was made available. Individual departmental historical trend data were later used to develop key assumptions leading to financial forecasts of revenue, expense, and fund balance (if applicable) for FY23-28, given various potential new configurations.

This comparative snapshot of historical financial results sets the stage for modeling the likely financial outcomes of the fire and EMS departments to help judge the fiscal viability of alternative cooperative service scenarios now and into the future. This analysis relies on documentation provided by the ASAs, including actual and adopted budget documents and departments' annual financial reports and audits as available.

Financial analysis is important in determining the potential viability of fire and EMS systems. To this end, ESCI has developed data-driven models for each option based on the data provided. A comparative budget is intended to fairly represent each agency's monetary policy and practices and neutralize differences or account for financial peculiarities. This approach allows for a fair comparison of the departments, affording a realistic public cost of each department's operations and providing a means to evaluate the financial impact of options.

Historical Revenues and Expenses

The following discussion presents historical revenue and expense for the Polk County ASAs and their support of each agency department. A summary of each department is provided. Each ASA has different revenue streams, although each relies primarily on combinations of ambulance or transport revenues and general fund allocations derived from ad valorem taxes, with different categories of expenses and requirements for fund balance. Therefore, descriptions and analyses in each section may differ slightly.

ASA 1 – Salem Fire Department

ASA 1 – Salem Fire Department operates from a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services, Maintenance and Operations, and Capital Outlays.



FIGURE 30: ASA 1 – SALEM FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$1,086,700
Net EMS Budget	\$1,128,193

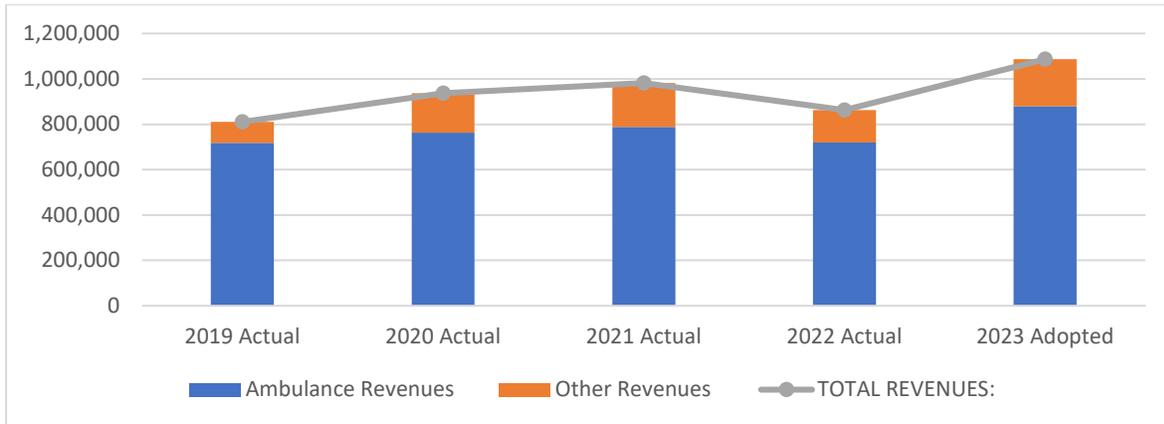
The following figure summarizes actual ASA 1 – Salem Fire revenues for FY2019 – FY2022 and adopted revenues for FY2023. (All ‘actual’ data is derived from annual budget overviews; may not be ‘actual’).

FIGURE 31: ASA 1 – SALEM FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Ambulance Revenues	717,752	763,210	788,009	720,040	880,040
Other Revenues	92,700	173,500	193,520	142,500	206,660
TOTAL REVENUES:	810,452	936,710	981,529	862,540	1,086,700

The following figure shows ASA 1 – Salem Fire’s recurring (base) and non-recurring (other) revenue. Recurring revenues, primarily transport fees, comprise the bulk of the ASAs revenues.

FIGURE 32: ASA 1 – SALEM FIRE RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED



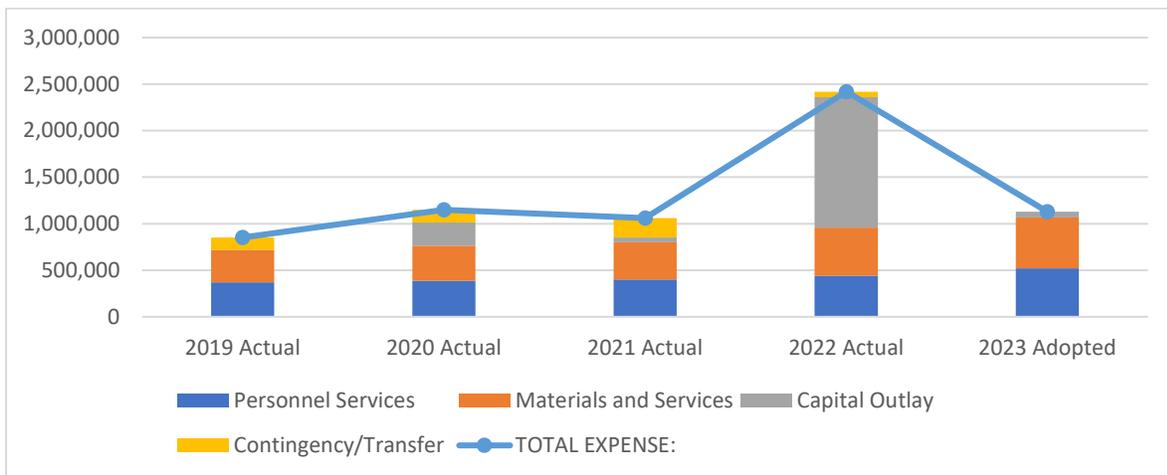
As adopted, the following figure shows ASA 1 – Salem Fire’s expenses for FY2019 – FY2022 and FY2023. Capital Outlays are considered non-recurring expenses, although the department could consider an average annual capital expenditure of \$352,000 typical for EMS capital replacement or purchases.

FIGURE 33: ASA 1 – SALEM FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	371,260	387,254	399,700	442,482	518,728
Materials and Services	345,850	375,470	401,470	516,080	549,465
Recurring Expenses	717,110	762,724	801,170	958,562	1,068,193
Capital Outlay	0	250,000	50,000	1,400,000	60,000
Contingency/Transfer	135,000	135,000	210,000	60,000	0
Non-Recur Expenses	135,000	385,000	260,000	1,460,000	60,000
TOTAL EXPENSE:	852,095	1,147,724	1,061,170	2,418,563	1,128,193

The following figure shows ASA 1 – Salem Fire’s expenses by category. Total ASA operating expenses (less debt service and capital outlays) have increased linearly between FY2018 – FY2022 actual, at an average annual rate of approximately 10.35%. This rate of increase is still present in the adopted 2023 operating budget at 10.62%. Personnel Services costs have increased at an average annual rate of 8.86%. Materials and Services experienced a significant jump in FY2022 due to the addition of significant Capital Outlay at 14.68% year over year. This figure decreases slightly to 12.63% when the FY2023 adopted budget is considered.

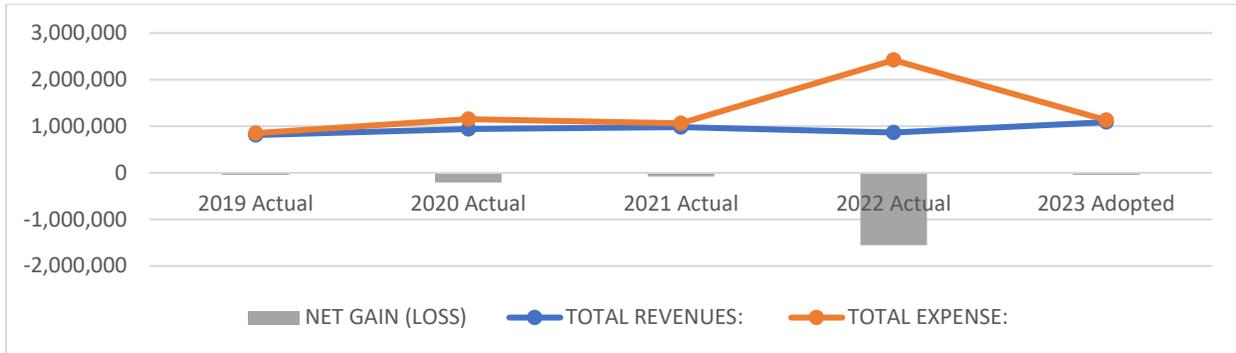
FIGURE 34: ASA 1 – SALEM FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 1 – Salem Fire’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

**FIGURE 35: ASA 1 – SALEM FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS)
FY2019 ACTUAL – FY2023 ADOPTED – TABLE & CHART**

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	810,452	936,710	981,529	862,540	1,086,700
TOTAL EXPENSE:	852,095	1,147,724	1,061,170	2,418,563	1,128,193
NET GAIN (LOSS)	-41,643	-211,014	-79,641	-1,556,023	-41,493



ASA 2 – McMinnville Fire Department

ASA 2 – McMinnville Fire Department operates on a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services, Maintenance and Operations, and Capital Outlays.

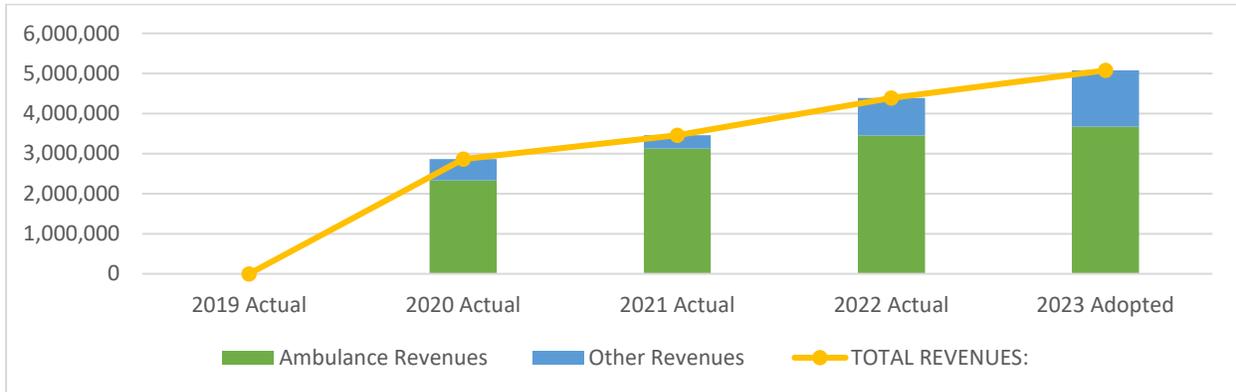
FIGURE 36: ASA 2 – MCMINNVILLE FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$5,076,000
Net EMS Budget	\$5,983,021

The following figure summarizes actual ASA 2 – McMinnville Fire revenues for FY2019 – FY2022 and adopted revenues for FY2023. (2019 Actual data was not available)

FIGURE 37: ASA 2 – MCMINNVILLE FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED – TABLE & CHART

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Ambulance Revenues		2,334,710	3,123,111	3,450,000	3,672,000
Other Revenues		532,109	331,538	938,431	1,404,000
TOTAL REVENUES:	0	2,866,819	3,454,649	4,388,431	5,076,000



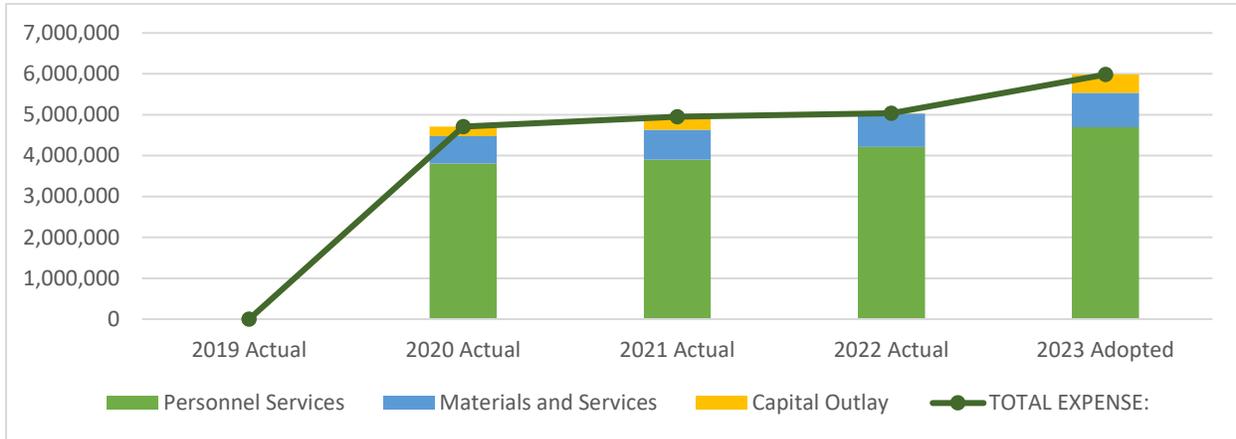
The following figure shows ASA 2 – McMinnville Fire’s expenses for FY2019 – FY2022 and FY2023 as adopted. Capital Outlays are considered non-recurring expenses, although the department could consider an average annual capital expenditure amount of \$249,765 as typical for EMS capital replacement or purchases.

FIGURE 38: ASA 2 – MCMINNVILLE FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services		3,811,146	3,899,705	4,210,024	4,693,799
Materials and Services		667,558	733,790	817,389	839,222
Recurring Expenses		4,478,704	4,633,495	5,027,413	5,533,021
Capital Outlay		228,076	314,334	6,649	450,000
Non-Recurring Exp.		228,076	314,334	6,649	450,000
TOTAL EXPENSE:		4,706,780	4,947,829	5,034,062	5,983,021

The following figure shows ASA 2 – McMinnville Fire’s expenses by category. Total ASA operating expenses (less capital outlays) have increased linearly between FY2020 – FY2022 actual, at an average annual rate of approximately 5.98%. This rate of increase is still present in the adopted 2023 operating budget at 7.34%. Personnel Services costs have increased at an average annual rate of 5.44%, and materials and Services have increased by 10.66% year over year. This figure decreases to 6.00% when the FY2023 adopted budget is considered.

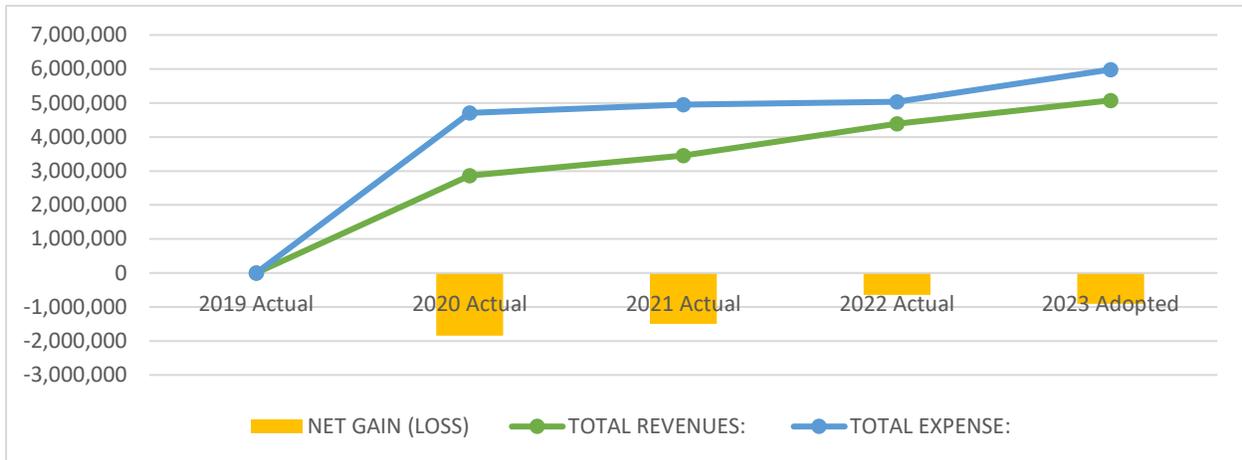
FIGURE 39: ASA 2 – MCMINNVILLE FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 2 – McMinnville Fire’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 40: ASA 2 – MCMINNVILLE FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE & CHART

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:		2,866,819	3,454,649	4,388,431	5,076,000
TOTAL EXPENSE:		4,706,780	4,947,829	5,034,062	5,983,021
NET GAIN (LOSS)		-1,839,961	-1,493,180	-645,631	-907,021



ASA 3 – Sheridan Fire Department

ASA 3 – Sheridan Fire operates from a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services and Maintenance and Operations.

FIGURE 41: ASA 3 – SHERIDAN FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$1,955,140
Net EMS Budget	\$2,327,925

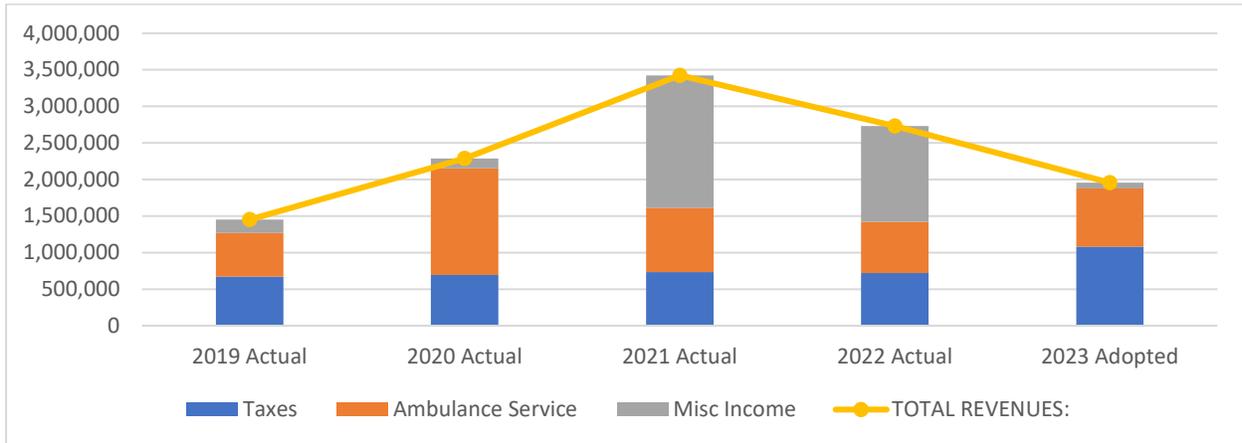
The following figure summarizes actual ASA 3 – Sheridan Fire revenues for FY2019 – FY2022 and adopted revenues for FY2023.

FIGURE 42: ASA 3 – SHERIDAN FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Taxes	670,440	694,926	731,357	720,000	1,082,440
Ambulance Service	598,847	1,456,298	882,588	700,000	797,500
Misc. Income	181,559	136,654	1,810,486	1,312,242	75,200
TOTAL REVENUES:	1,450,846	2,287,878	3,424,431	2,732,242	1,955,140

The following figure shows ASA 3 – Sheridan Fire’s recurring (base) and non-recurring (other) revenue. Transport revenues comprise the bulk of the ASAs revenues.

FIGURE 43: RECURRING (BASE) AND NON-RECURRING (OTHER) REVENUE FOR FY 2019 ACTUAL – FY 2023 ADOPTED



The following figure shows ASA 3 – Sheridan Fire’s expenses for FY2019 – FY2022 and FY2023 as adopted.

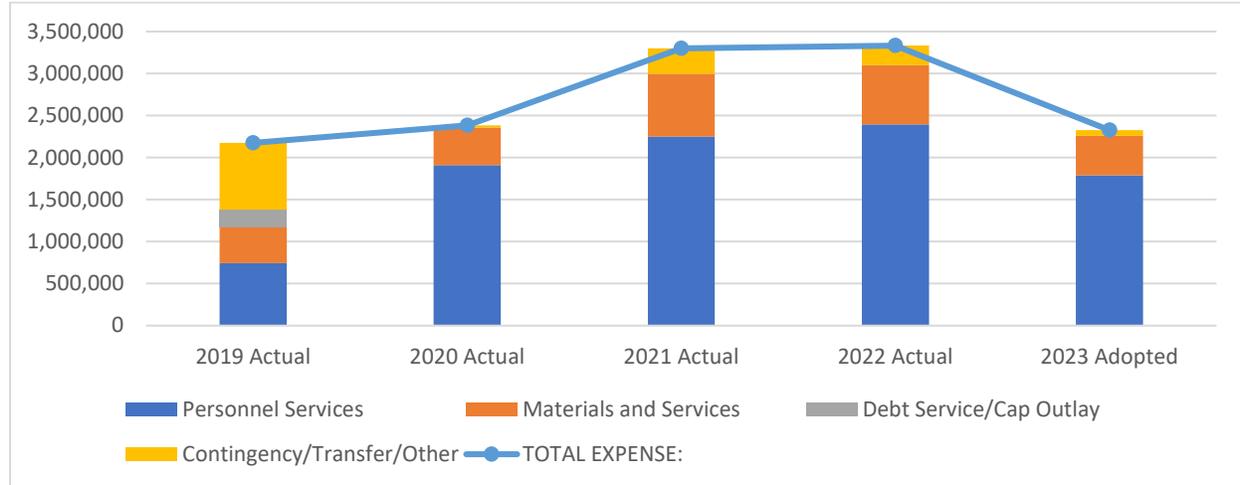
FIGURE 44: ASA 3 – SHERIDAN FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	742,964	1,911,172	2,251,595	2,395,000	1,789,600
Materials and Services	431,000	447,709	743,785	705,000	468,325
Recurring Expenses	1,173,964	2,358,881	2,995,380	3,100,000	2,257,925
Debt Service/Cap Outlay	206,651				
Contingency/Transfer/Other	794,371	25,000	306,412	232,242	70,000
Non-Recurring Expenses	1,001,022	25,000	306,412	232,242	70,000
TOTAL EXPENSE:	2,174,986	2,383,881	3,301,792	3,332,242	2,327,925

The following figure shows ASA 3 – Sheridan Fire’s expenses by category. Total ASA operating expenses experienced a spike between FY2020 and FY2021 actual of 24.05%. During the historical period FY2019 – FY2022, actual growth was an average annual rate of approximately 16.34%. This rate shows a decrease in the adopted FY2023 operating budget, at -30.14%, averaging the five years to 4.72%. Personnel Services costs have increased at an average annual rate of 39.03%, and materials

and Services have increased by 21.60% year over year. This figure decreases to 7.81% when the FY2023 adopted budget is considered.

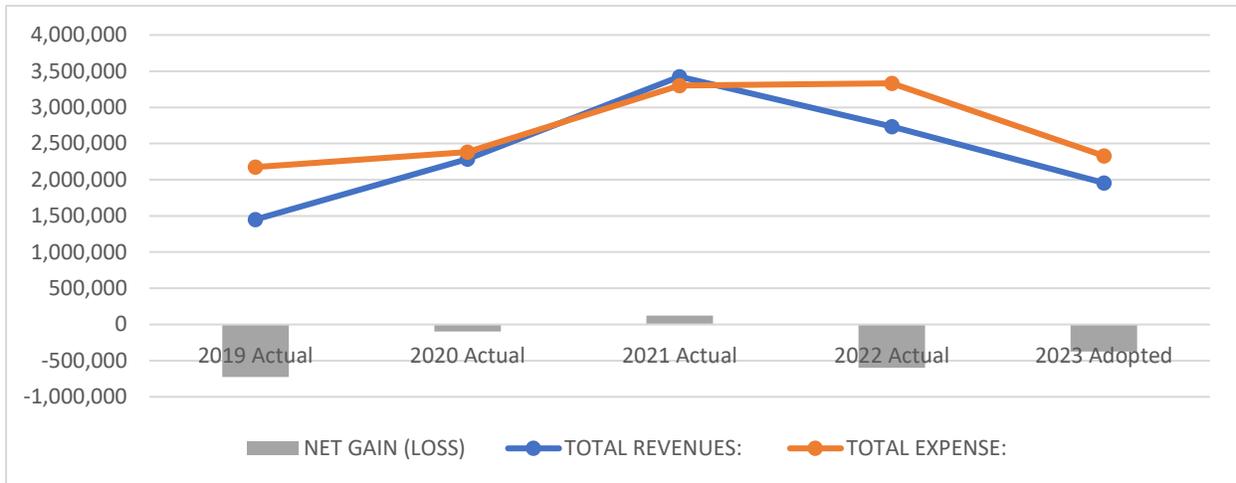
FIGURE 45: ASA 3 SHERIDAN FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 3 – Sheridan Fire’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 46: ASA 3 – SHERIDAN FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE AND CHART

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	1,450,846	2,287,878	3,424,431	2,732,242	1,955,140
TOTAL EXPENSE:	2,174,986	2,383,881	3,301,792	3,332,242	2,327,925
NET GAIN (LOSS)	-724,140	-96,004	122,639	-600,000	-372,785



ASA 4 – West Valley/Grand Ronde

ASA 4 – West Valley Fire operates on a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 (as reflected at the time of data collection) and the net operating budget, which includes Maintenance & Operations, and Capital Outlay, but excludes Personnel Services.

FIGURE 47: ASA 4 – WEST VALLEY FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$669,400
Net EMS Budget	\$724,400

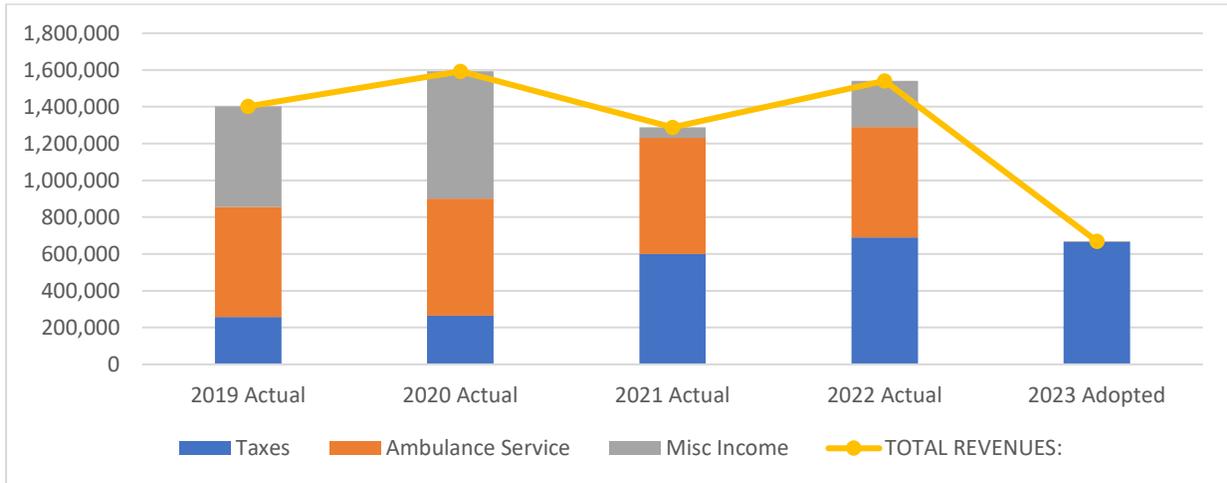
The following figure summarizes actual ASA 4 – West Valley Fire revenues for FY2019 – FY2022 and adopted revenues for FY2023.

FIGURE 48: ASA 4 – WEST VALLEY FIRE DISTRICT REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Taxes	258,338	264,642	600,000	690,000	664,300
Ambulance Service	597,347	635,797	632,051	600,000	No data
Misc. Income	547,296	692,059	57,038	250,000	5,100
TOTAL REVENUES:	1,402,981	1,592,498	1,289,089	1,540,000	669,400

The following figure shows ASA 4 – West Valley’s recurring (base) and non-recurring (other) revenue. Recurring revenues, primarily taxes, comprise the bulk of the ASAs revenues. Not that at the time of data collection, the 2023 adopted budget does not reflect ambulance service collections.

FIGURE 49: ASA 4 – WEST VALLEY FIRE DISTRICT REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED



The following figure shows ASA 4 – West Valley Fire expenses for FY2019 – FY2022 actual and FY2023 as adopted. Capital Outlays are considered a non-recurring expense and consist of apparatus purchases.

FIGURE 50: ASA 4 – WEST VALLEY FIRE DISTRICT EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

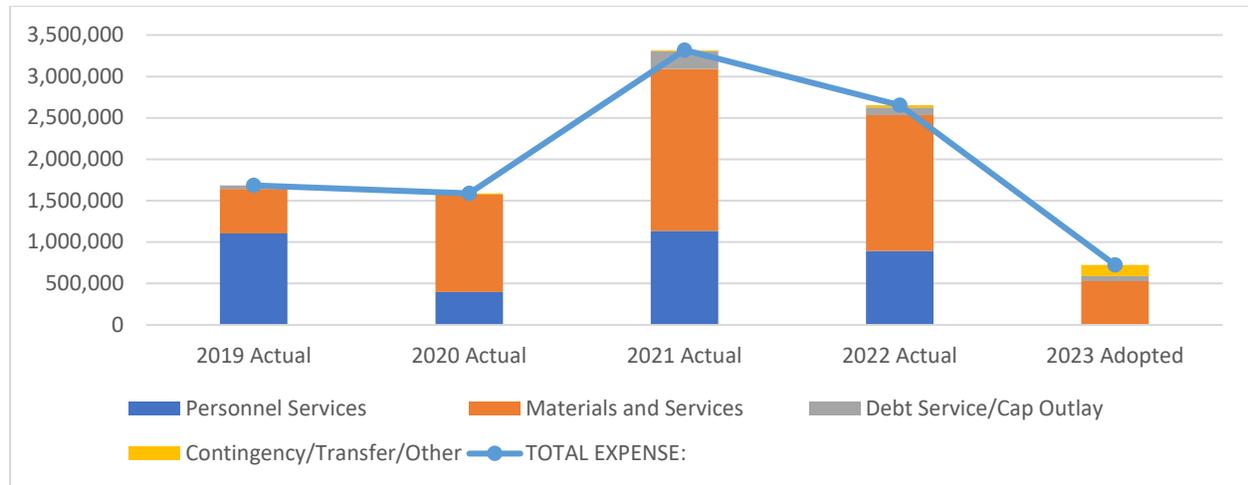
Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	1,104,913	399,472	1,134,527	894,000	
Materials and Services	538,843	1,173,282	1,954,982	1,640,000	528,250
Recurring Expenses	1,643,756	1,572,754	3,089,509	2,534,000	528,250
Debt Service/Cap Outlay	40,203	0	214,759	90,000	60,100
Contingency/Transfer/Other		16,279	14,000	30,000	136,050
Non-Recurring Expenses	40,203	16,279	228,759	120,000	196,150
TOTAL EXPENSE:	1,683,959	1,589,033	3,318,268	2,654,000	724,400

The following figure shows ASA 4 – West Valley Fire’s expenses by category. Total ASA operating expenses experienced a spike between FY2020 and FY2021 actual of 92.12%. The historical period FY2019 – FY2022 actual growth was an average annual rate of approximately 24.71%. This rate decreased in the adopted FY2023 operating budget to -48.57, averaging the five years to -1.25%. It should be considered that personnel services were not included in the FY2023 adopted budget at the time of data collection.

Personnel Services costs have experienced significant increases and decreases over the period analyzed, increasing at an average annual rate of -0.26%.

Materials and Services experienced a decrease over FY2020 – FY2022 at 56.08%. This figure decreases to 25.12% when the FY2023 adopted plan is considered.

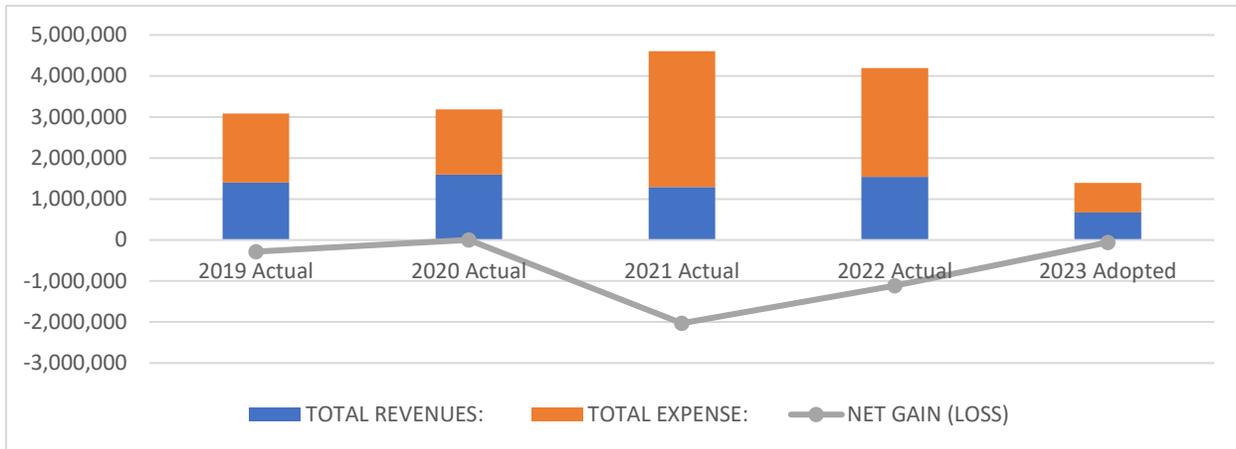
FIGURE 51: ASA 4 – WEST VALLEY FIRE DISTRICT EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 4 – West Valley Fire’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 52: ASA 4 – WEST VALLEY FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	1,402,981	1,592,498	1,289,089	1,540,000	669,400
TOTAL EXPENSE:	1,683,959	1,589,033	3,318,268	2,654,000	724,400
NET GAIN (LOSS)	-280,978	3,465	-2,029,179	-1,114,000	-55,000



ASA 5 – Pacific West Ambulance Service

No data was provided.

ASA 6 – Dallas Ambulance Service

ASA 6 – Dallas Ambulance operates from a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services, Maintenance and Operations, and Capital Outlays.

FIGURE 53: ASA 6 – DALLAS AMBULANCE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$2,075,000
Net EMS Budget	\$2,109,500



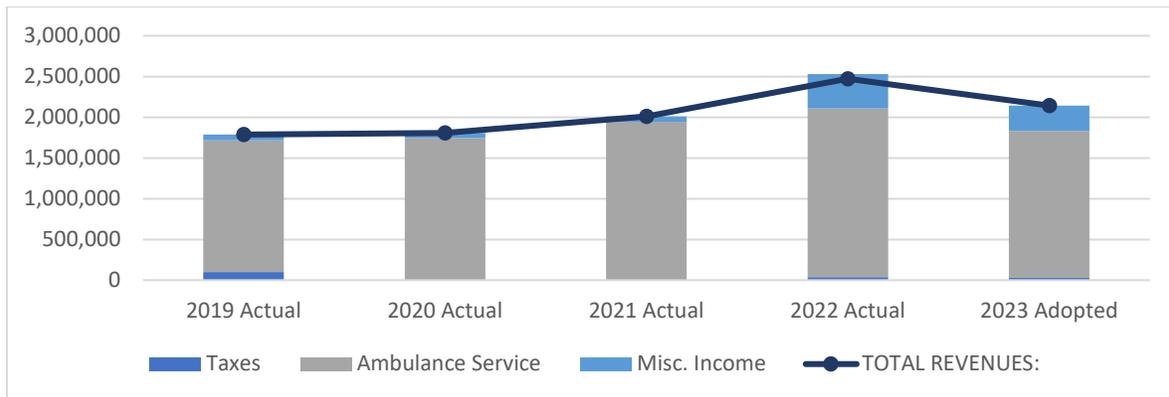
The following figure summarizes actual ASA 6 – Dallas Ambulance revenues for FY2019 – FY2022 and adopted revenues for FY2023.

FIGURE 54: ASA 6 – DALLAS REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Taxes	101,545	0	0	37,129	29,000
Ambulance Service	1,617,378	1,744,016	1,944,187	2,071,025	1,800,000
Misc. Income	68,315	63,612	66,166	421,462	315,000
TOTAL REVENUES:	1,787,238	1,807,628	2,010,353	2,472,487	2,144,000

The following figure shows ASA 6 – Dallas Ambulance’s recurring (base) and non-recurring (other) revenue. Recurring revenues, primarily ambulance service, comprise the bulk of the ASAs revenues.

FIGURE 55: ASA 6 – DALLAS AMBULANCE RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED



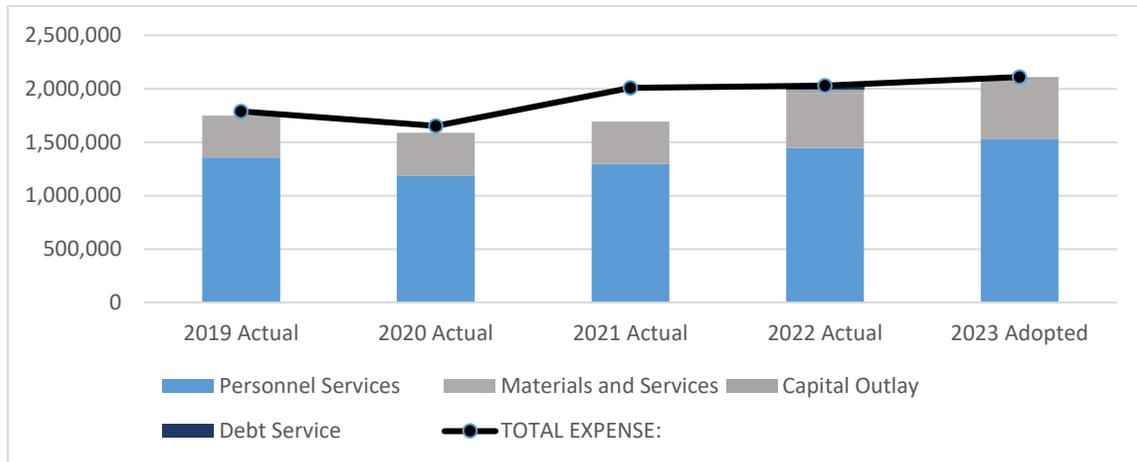
As adopted, the following figure shows ASA 6 – Dallas Ambulance expenses for FY2019 – FY2022 and FY2023. Capital Outlays are non-recurring expenses of apparatus purchases, building improvements, and emergency medical equipment.

FIGURE 56: ASA 6 – DALLAS EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	1,356,655	1,186,809	1,296,820	1,445,000	1,525,000
Materials and Services	391,462	402,426	396,239	515,250	550,000
Recurring Expenses	1,748,117	1,589,235	1,693,059	1,960,250	2,075,000
Capital Outlay				34,200	34,500
Debt Service				35,000	
Non-Recurring Expenses	39,121	62,577	313,749	69,200	34,500
TOTAL EXPENSE:	1,787,238	1,651,812	2,006,808	2,029,450	2,109,500

The following figure shows ASA 6 – Dallas Ambulance expenses by category. Total ASA operating expenses (less debt service and capital outlays) have grown consistently during FY2019– FY2022 actual. The average annual rate of increase is approximately 4.41% annually, which is still present in the adopted 2023 operating budget at 4.77%. Personnel Services costs have increased consistently at an average annual rate of 3.43%. Materials and Services have also experienced a steady increase, reflecting an average of 10.43% year over year. This figure remains stagnant at 9.51% when the FY2023 adopted plan is considered.

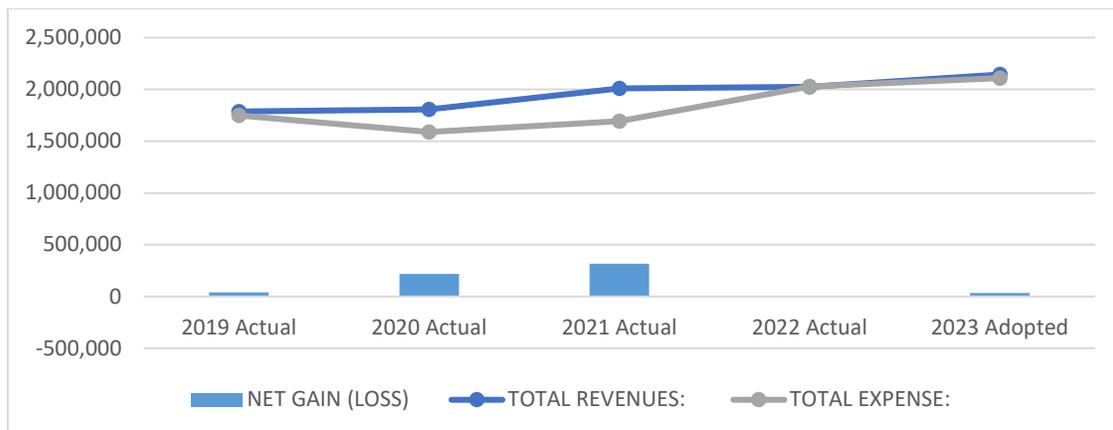
FIGURE 57: ASA 6 – DALLAS AMBULANCE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 6 – Dallas Ambulance’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 58: ASA 6 – DALLAS AMBULANCE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE AND CHART

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	1,787,238	1,807,628	2,010,353	2,026,726	2,144,000
TOTAL EXPENSE:	1,748,117	1,651,812	2,006,080	2,029,450	2,109,500
NET GAIN (LOSS)	39,121	155,816	3,545	-2,724	34,500



ASA 7 – Polk County Fire District #1

ASA 7 – Polk County Fire District #1 operates from July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services, Maintenance and Operations, and Capital Outlays.

FIGURE 59: ASA 7 – POLK COUNTY FD #1 BUDGET COMPARED TO FINANCE OVERVIEW OF EMS, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$3,743,031
Net EMS Budget	\$4,345,542

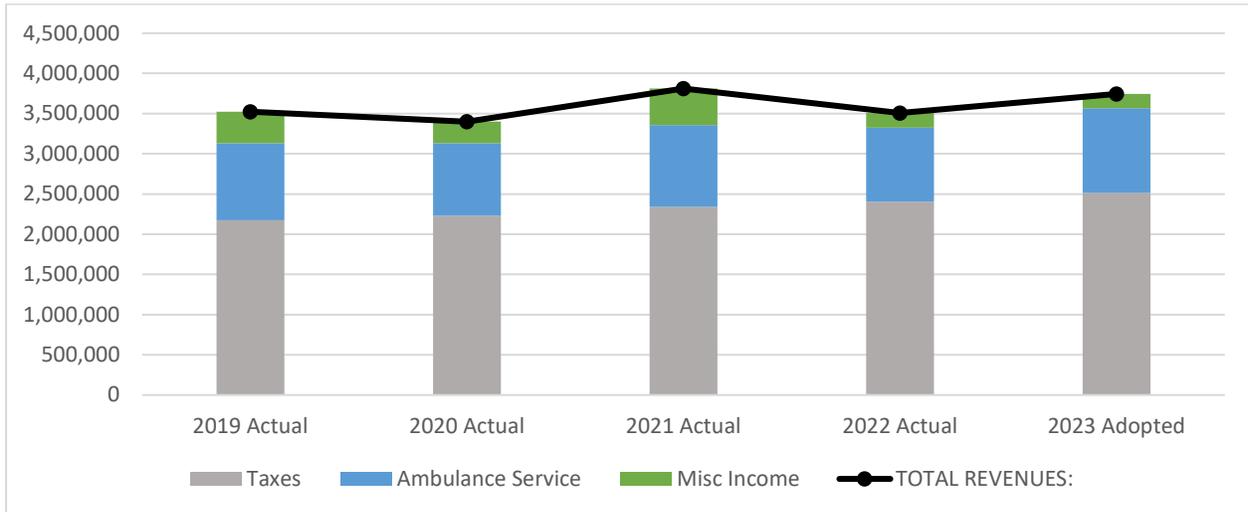
The following figure summarizes actual ASA 7 –Polk 1 Fire District’s revenues for FY2019 – FY2022 and adopted revenues for FY2023.

FIGURE 60: ASA 7 – POLK COUNTY FD #1 REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Taxes	2,173,981	2,229,877	2,340,412	2,403,300	2,514,720
Ambulance Service	955,657	900,748	1,014,828	920,000	1,050,000
Misc. Income	394,349	268,492	455,868	183,026	178,311
TOTAL REVENUES:	3,523,987	3,399,117	3,811,108	3,506,326	3,743,031

The following figure shows ASA 7 – Polk County Fire District #1’s recurring (base) and non-recurring (other) revenue. Recurring revenues, primarily property tax, comprise the bulk of the town’s revenues.

FIGURE 61: ASA 7 – POLK COUNTY FD #1 RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED



As adopted, the following figure shows ASA 7 – Polk County Fire District #1 expenses for FY2019 – FY2022 and FY2023. Capital Outlays are non-recurring expenses of apparatus purchases, building improvements, and emergency medical equipment.

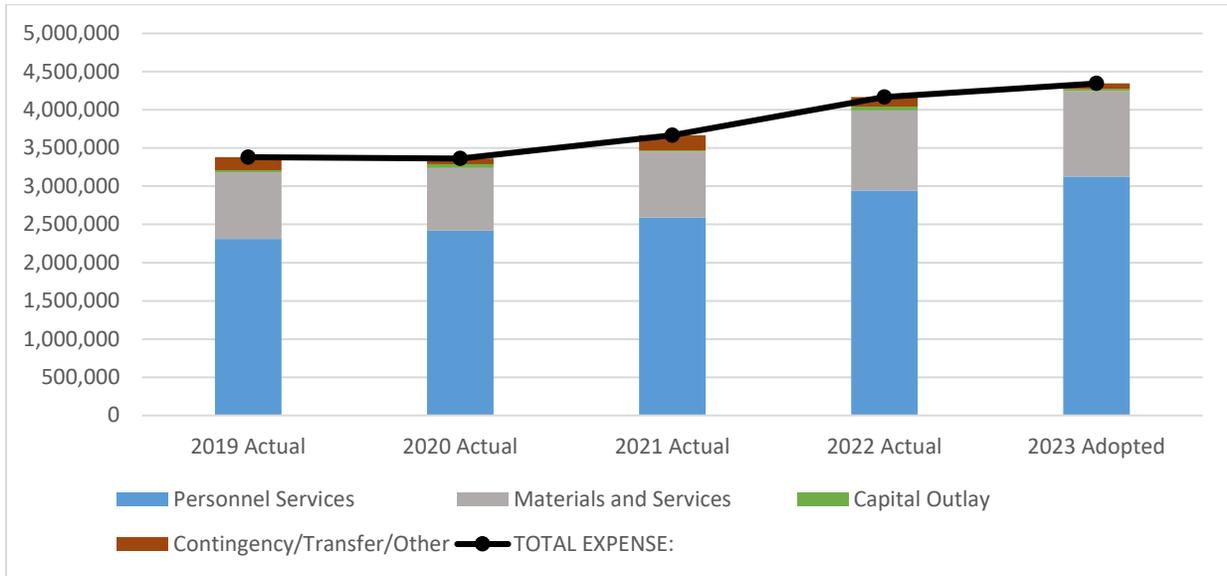
FIGURE 62: ASA 7 – POLK COUNTY FD #1 EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	2,309,701	2,420,032	2,590,711	2,945,351	3,127,016
Materials and Services	874,798	819,577	858,922	1,047,315	1,119,525
Recurring Expenses	3,184,500	3,239,608	3,449,633	3,992,666	4,246,541
Capital Outlay	24,451	48,362	17,016	52,500	24,000
Contingency/Transfer/Other	170,000	75,000	200,000	125,001	75,001
Non-Recurring Expenses	194,451	123,362	217,016	177,501	99,001
TOTAL EXPENSE:	3,378,950	3,362,970	3,666,649	4,170,167	4,345,542

The following figure shows ASA 7 – Polk County Fire District #1 expenses by category. Total ASA operating expenses (less debt service and capital outlays) have grown consistently during FY2019–FY2022 actual. The average annual rate of increase is approximately 7.99% annually, which is still

present in the adopted 2023 operating budget at 7.58%. Personnel Services costs have increased at an average annual rate of 7.92%. Materials and Services experienced a decrease in FY2020, reflecting an average of 6.81% year over year. This figure remains fairly stagnant at 6.83% when the FY2023 adopted plan is considered.

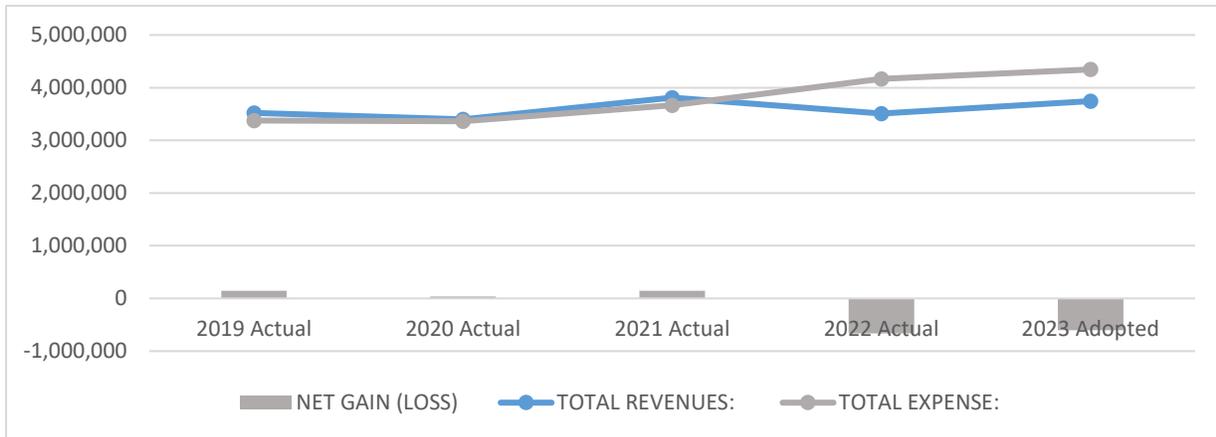
FIGURE 63: ASA 7 – POLK COUNTY FD #1 EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows ASA 7 –Polk 1 Fire District’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 64: ASA 7 – POLK COUNTY FD #1 RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	3,523,987	3,399,117	3,811,108	3,506,326	3,743,031
TOTAL EXPENSE:	3,378,950	3,362,970	3,666,649	4,170,167	4,345,542
NET GAIN (LOSS)	145,037	36,147	144,459	-663,841	-602,511



SW Polk Fire District

SW Polk Fire District operates from a July 1 to June 30 fiscal year and uses fund accounting with current financial resources focus. The following figure shows the ASAs total operating EMS budget for FY2023 and the net operating budget, including Personnel Services, Maintenance and Operations, and Capital Outlays.

FIGURE 65: SW POLK FD BUDGET COMPARED TO FINANCE OVERVIEW OF EMS, FY2023

Component	Description
Fiscal Year	Jul 1-Jun 30
Net Operating Budget	\$2,017,000
Net Fire/EMS Budget	\$2,167,000



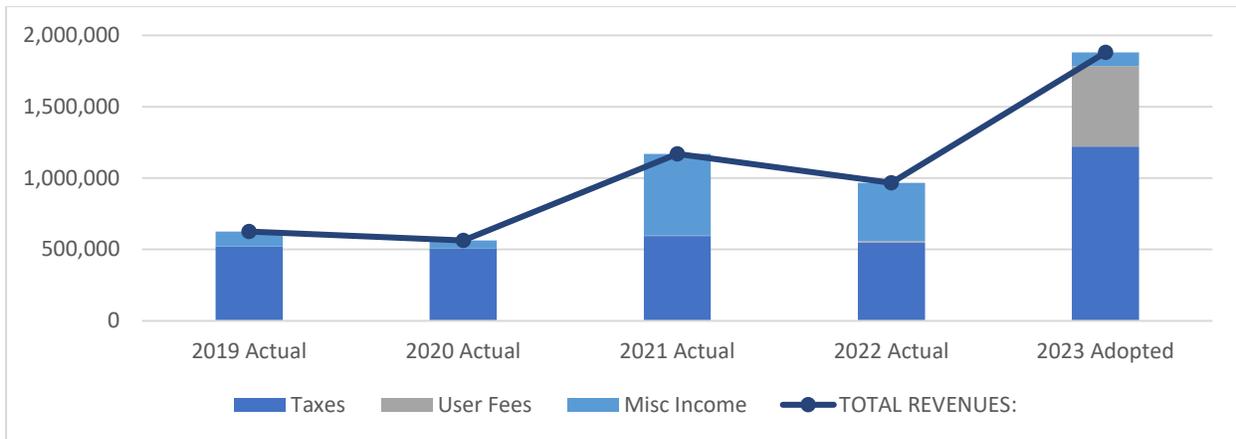
The following figure summarizes the actual SW Polk Fire District’s revenues for FY2019 – FY2022 and adopted revenues for FY2023. (All ‘actual’ data is derived from annual budget overviews; may not be ‘actual’).

FIGURE 66: SW POLK FD REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED

Revenue	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Taxes	521,648	508,500	594,188	550,000	1,220,000
User Fees (Ambulance)	0	0	3,539	8,000	565,000
Misc. Income	103,574	54,758	570,931	408,000	95,000
TOTAL REVENUES:	625,222	563,258	1,168,658	966,000	1,880,000

The following figure shows SW Polk Fire District’s recurring (base) and non-recurring (other) revenue. Recurring revenues, primarily property tax, comprise the bulk of the town’s revenues.

FIGURE 67: SW POLK FDS RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED



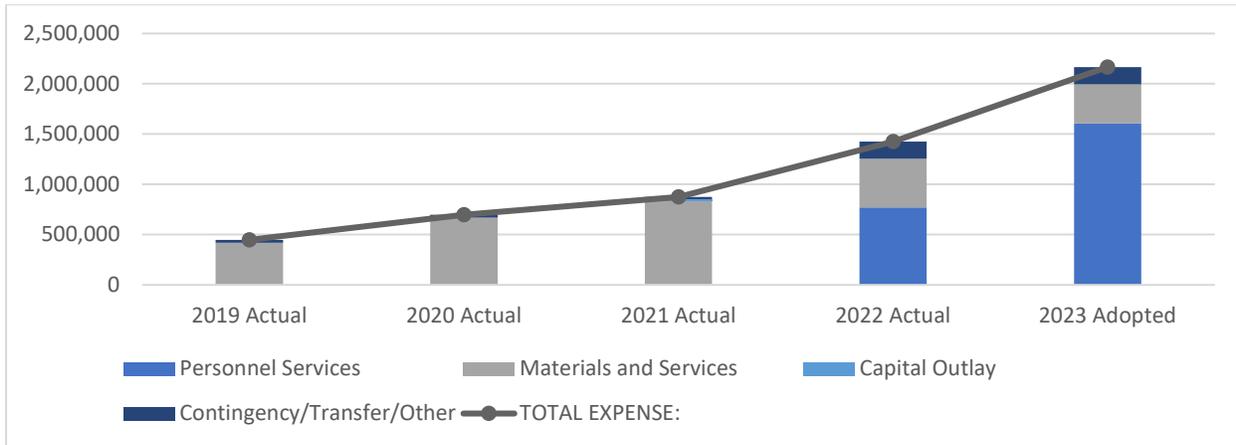
The following figure shows SW Polk Fire District’s expenses for FY2019 – FY2022 and FY2023 as adopted. Capital Outlays are considered non-recurring expenses. Although the district does not reflect consistent capital purchases, it could consider an average annual capital expenditure amount of \$2,333 as typical for EMS capital replacement or purchases.

FIGURE 68: SW POLK FD EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED

Expense	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
Personnel Services	4,044	4,250	4,250	770,000	1,605,000
Materials and Services	416,365	664,168	836,607	484,000	390,000
Recurring Expenses	420,409	668,418	840,857	1,254,000	1,995,000
Capital Outlay	0	0	11,661	0	0
Contingency/Transfer/Other	27,740	27,740	22,000	172,000	172,000
Non-Recurring Expenses	27,740	27,740	33,661	172,000	172,000
TOTAL EXPENSE:	448,149	696,158	874,518	1,426,000	2,167,000

The following figure shows SW Polk Fire District’s expenses by category. Total ASA operating expenses (less debt service and capital outlays) have increased between FY2018 – FY2022 actual, with a significant jump in FY2022. The average annual rate of increase is approximately 44.64% annually, which is still present in the adopted 2023 operating budget at 48.25%. Personnel Services costs have increased significantly at an average annual rate of 4,532.80%. Materials and Services experienced a decrease in FY2022, reflecting an average of 14.44% year over year. This figure decreases slightly to 5.98% when FY2023 adopted budget is considered.

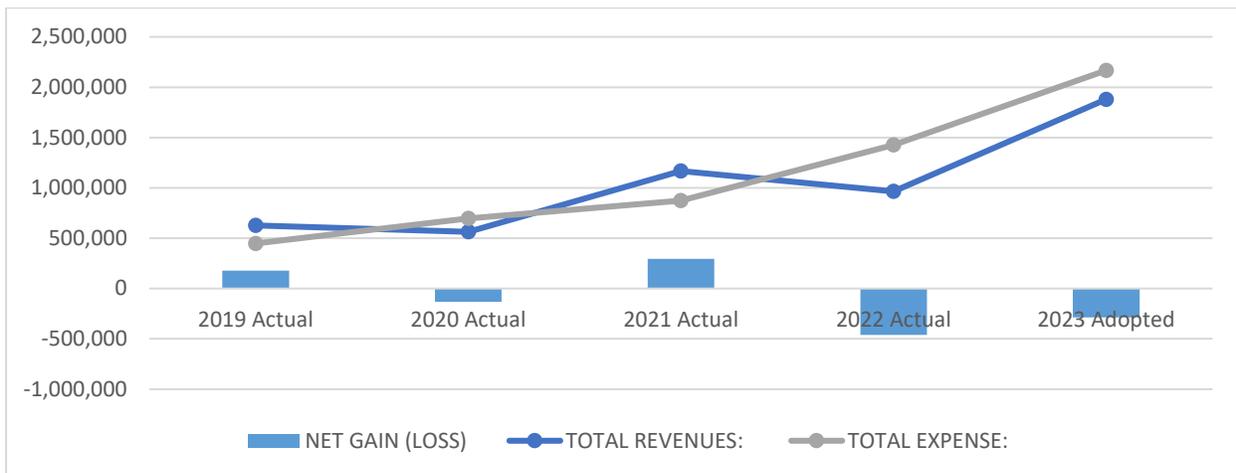
FIGURE 69: SW POLK FD EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED



The following figure shows SW Polk Fire District’s historical operational revenues and recurring operating expenses and the difference between the two, whether positive or negative. When expenses exceed revenue, transfers from reserves or cash carryover are necessary to support the expenditures and maintain services.

FIGURE 70: SW POLK FDS RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED TABLE & CHART

	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Adopted
TOTAL REVENUES:	625,222	563,258	1,168,658	966,000	1,880,000
TOTAL EXPENSE:	448,149	696,158	874,518	1,426,000	2,167,000
NET GAIN (LOSS)	177,073	-132,900	294,140	-460,000	-287,000



Ambulance Revenue Projections

The financial data provided by the service providers to establish a general assessment of the ambulance net revenues were divided by the average number of transports of the total incident demand reported by the agency. Generally, 50% of all patients nationally are transported, which was used to estimate the total transports and was divided by the reported net revenue in 2022.

Industry experience shows an average of 865 dollars of net revenue per transport based on the average of all ASA, exclusive of SW Polk. A wide range of net revenue can be experienced based on the community’s payor mix. SWPFD’s revenue estimates show twice the average of the other ASA providers, netting \$1,828. According to Chief Hertel, the revenues were based on the assumption of deploying two ALS medic units 24/7 from the Salt Creek and Bridgeport stations.

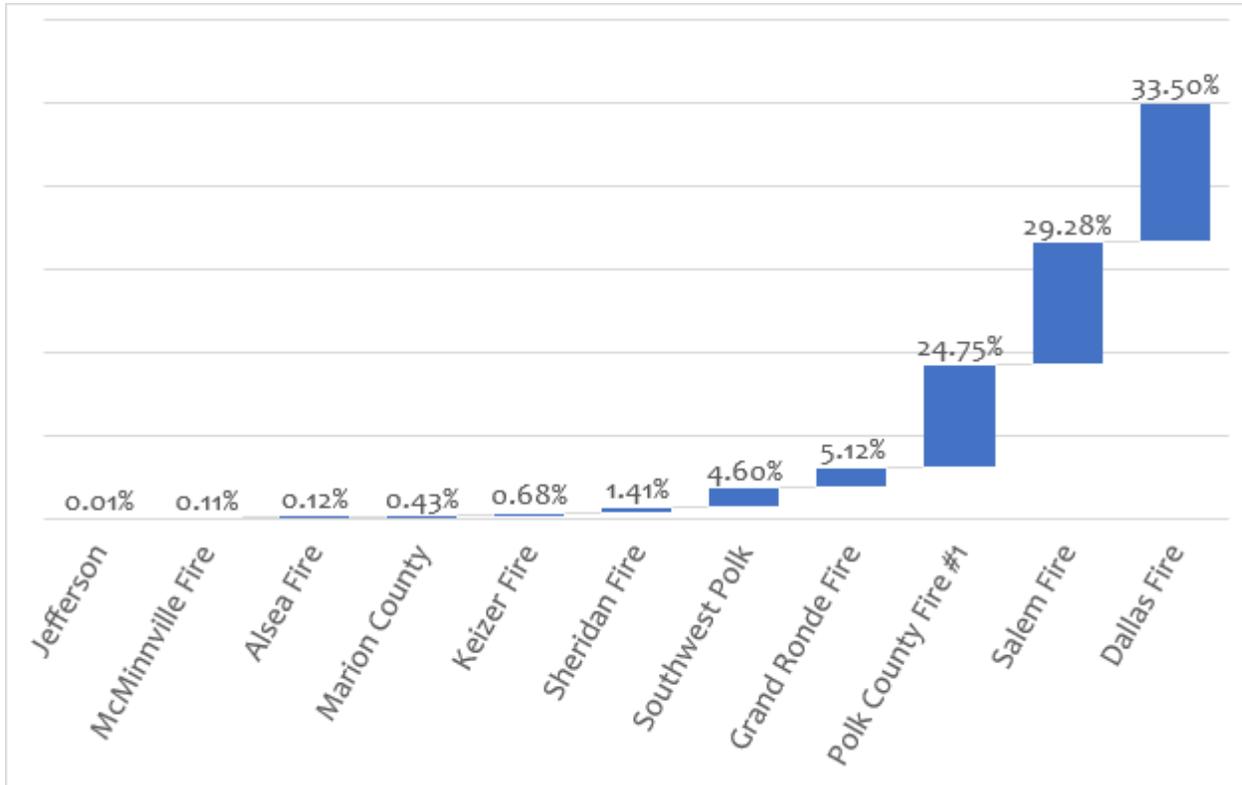
FIGURE 71: REVENUES BY ASA PROVIDER

	2022 Actual	Total EMS + IFT (2022)	Transport Ratio (50%)	Revenue/Transp.
ASA 1 - Salem	\$720,040	3007	1503	\$480
ASA 2 - McMinnville	\$3,450,000	7184	3592	\$960*
ASA 3 - Sheridan	\$700,000	1436	718	\$975*
ASA 4 – West Valley/GRFD	\$600,000	1242	621	\$966*
ASA 6 - Dallas Ambulance	\$2,071,025	3817	1909	\$1,085
ASA 7 - Polk #1	\$920,000	2536	1268	\$726
			Average	\$865
*Revenue Data based on the entire Jurisdiction’s EMS responses				
**Revenue based on 2023 projected				
SW Polk	\$565,000	538	269	\$1,828**

Polk County Ambulance Providers

ESCI also evaluated all agencies transporting patients to area hospitals and whether the agencies were ASA providers or from adjacent counties. Data derived from Willamette Valley Communications and RMS data for 2020 and 2021 were used for the following totals. Most patients were transported by Falck and Dallas Ambulance, then Polk County Fire District 1. Most all patients, 99%, were transported by Polk County’s ASA operators.

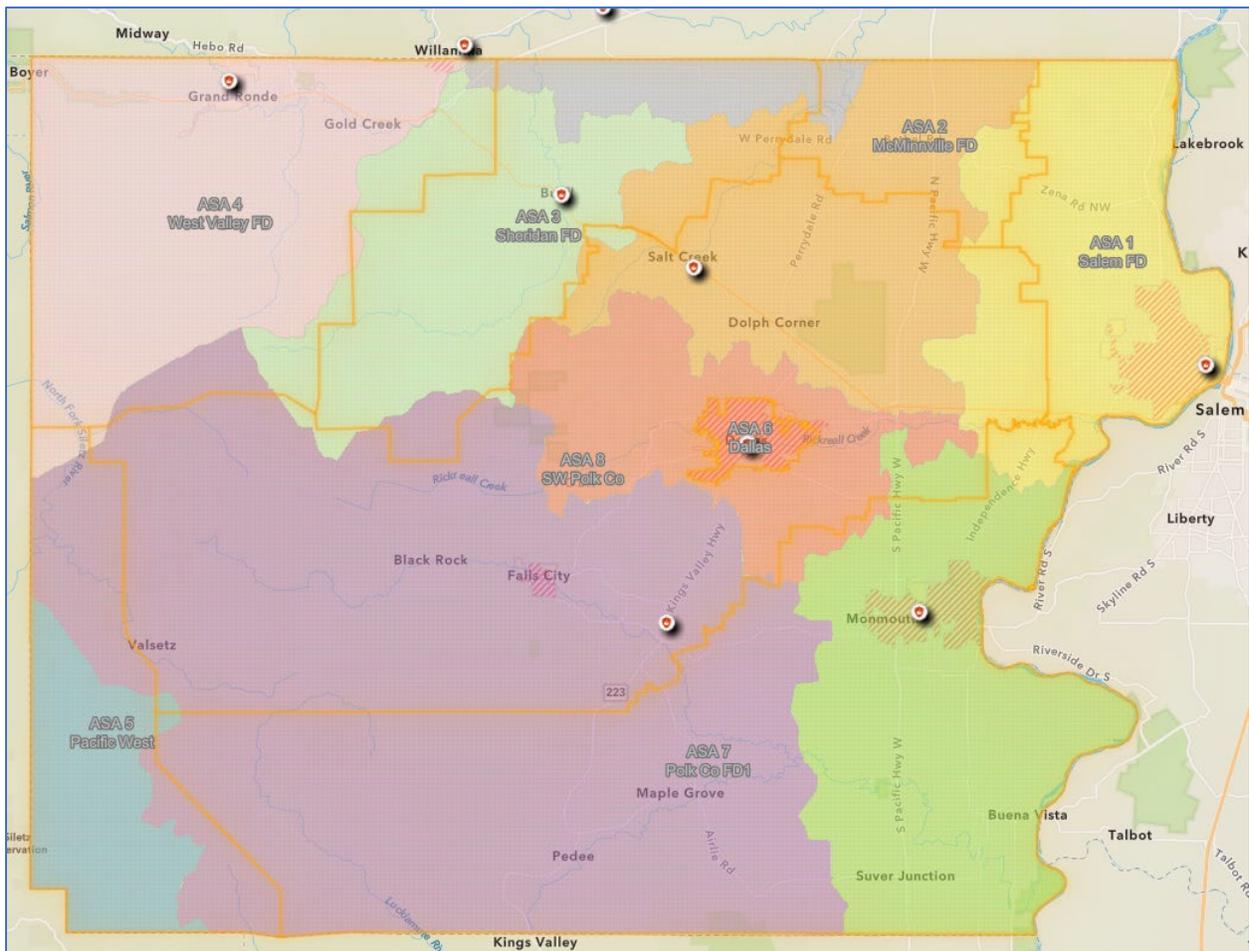
FIGURE 72: PERCENT OF PATIENTS TRANSPORTED BY ASA PROVIDER



Future Delivery System Modeling

Esri GIS software calculated the time/distance response under the street speed data from local and national datasets. The software calculated the time it takes to traverse the street network from the base stations responding simultaneously and stopping at the intersection of the adjacent response boundary. The following map shows the results of this modeling with the existing ASA boundaries. ASA 2 – McMinnville is no longer required because of the recent addition of ALS ambulance service from SW Polk’s Salt Creek Station.

FIGURE 73: OPTIMIZED AND EXISTING ASA BOUNDARIES

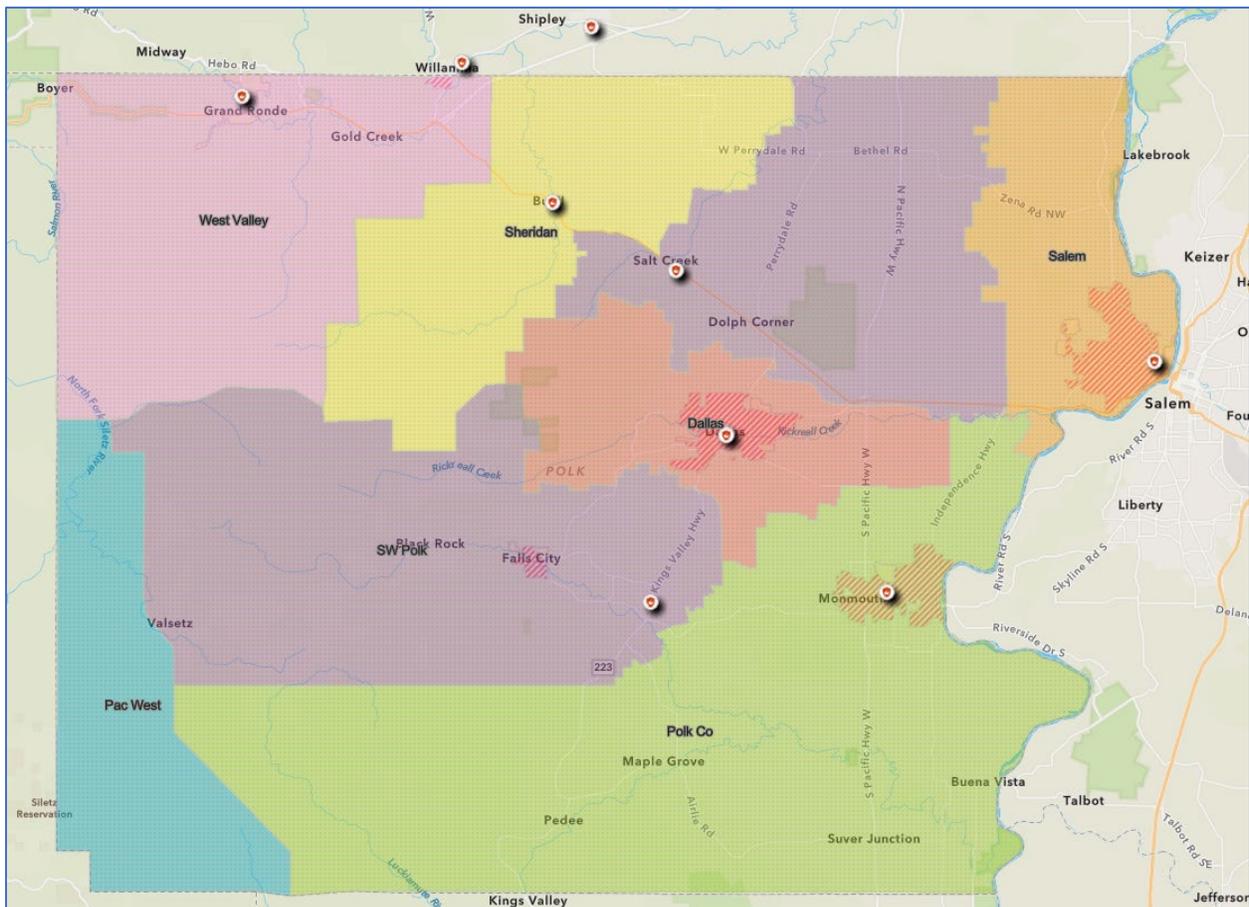


ESRI GIS was utilized to reconcile the optimized response zones to the existing ASA boundaries and allocate a portion of Polk County based on improved response time analysis to SW Polk as provisional ASA is illustrated in the following figure. SW Polk’s allocation would be contingent on two 24-hour ALS ambulances being deployed from the Salt Creek and Bridgeport stations. ESCI also would suggest that the Rickreall and Fall City fire stations may be better suited for EMS deployment rather than the Salt Creek and Bridgeport fire stations.

Nationally, EMS systems respond to a wide range of medical needs, some very serious (High Acuity), and most others require medical attention, but do not necessarily need lights and sirens and paramedic level of care (Low Acuity). Historically, most systems experience an average of 8% EMS emergencies, categorized as High Acuity incidents, requiring rapid response and interventions by paramedics. This allocation can be refined as the Polk County ASA providers develop better data and collaborate with the Medical Program Director(s).

EMS deployment is based on dispatching the closest paramedic ambulance unit to medical incidents. Ultimately, the right resource must arrive as soon as possible to the medical incidents, therefore a requirement in the ASA plan should require that the closest available ALS unit should arrive to high acuity EMS incidents **regardless of assigned ASA boundaries.**

FIGURE 74: PROPOSED ASA BOUNDARIES



Under the current reimbursement system, revenue is derived from patient transports. Enough medical calls resulting in a transport volume sufficient to provide enough revenue for a long-term sustainable system is essential. The financial sustainability of each agency under the proposed ASAs was considered in the allocation of ASA boundaries. It should be recognized that tension exists among the current ASA boundaries because any change contemplated will reduce the revenue of an existing provider as a reallocation is assigned. However, the chief goal in consideration should be to provide the highest level of service as quickly as possible.

It should be noted that EMS service levels will likely increase over time as the population of Polk County increases. A method to incorporate improvement of services yet balance a flow of sufficient financial resources preserved for existing providers is paramount. A process for future improvements is recommended in the ASA Plan document.

Proposed ASAs and Financial Analysis

Using the historical call data for 2022, the number of estimated EMS responses within each existing and proposed ASA was estimated to determine the financial impacts a change might create. The average net revenue of \$865 dollars was used for the estimated net revenue derived from the average of the existing ASA providers. Further, 50% of incident counts were presumed to result in billable transports.

SW Polk estimates are complicated because 618 incidents in 2022 were a combination of transports occurring mostly in Dallas’ service area, and 97 incidents were categorized as interfacility transfers. With a re-allocation of ASA boundaries, it is challenging to estimate incidents because a reduced incident count may enable Dallas FD to perform more interfacility and emergency incidents currently being given to SWPFD in their service area. Consulting discretion shows a modest increase in incidents for SWPFD and a reduction of incidents for Dallas Fire. The following table illustrates these estimates.

FIGURE 75: FINANCIAL ESTIMATES OF PROPOSED ASA BOUNDARIES

ASA Operator	EXISTING BOUNDARY W/IFT		PROPOSED BOUNDARY W/IFT	
	Est. Count	Revenue (Avg. \$865)	Est. Count	Revenue
Salem Fire	3007	\$1,301,128	SAME	\$1,301,128
McMinnville Fire	11	\$4,759	--11	\$0
Sheridan Fire	144	\$62,304	SAME	\$62,304
West Valley/GRFD	525	\$227,150	SAME	\$227,150
Dallas Fire	3,817	\$1,651,488	3,570	\$1,544,620
Polk County Fire 1	2,536	\$1,097,242	SAME	\$1,097,242
SW Polk Fire	618	\$267,388	876	\$379,016

Recommended Enhancements to ASA Plan

Short-Term Strategies – 1 - 2 year

1. Consider assigning SW Polk a provisional ASA and restructure the balance of ASAs as recommended.
 - a. Polk County should establish a provisional period and ensure that the provider is able to achieve and maintain the standards established by the ASA agreement and plan.
 - Recommend no less than one (1) year.
 - b. Develop an oversight process that includes addressing any performance deficiencies monthly.
2. Implement closest unit dispatch for high acuity/time-sensitive EMS Calls.
 - a. Ensure providers work with the dispatch center to develop response boundaries and plans to geographically dispatch the closest unit.
3. Ensure all standards outlined in the ASA plan and contract are reviewed quarterly.
 - a. Staffing requirements, system performance, equipment regulations, and other standards are reviewed for compliance at regular intervals.
 - Recommend annual inspection of staffing and equipment requirements.
 - Recommend quarterly review of system performance standards.
4. ASA Providers shall report identified data elements to the County EMS Administrator.
 - a. Data elements are identified in the ASA plan.
 - Recommend a singular Electronic Patient Care Reporting (EPCR) program.
 - Alternatively, each provider is required to submit monthly data to Polk County.
 - Require completion of EPCR for each patient served before the end of each shift.
5. Update and implement a County-Wide QA/QI program.
6. Providers shall collaborate with the county to develop county-wide policies:
 - a. Standardized supply minimum for each provider's ambulances.
 - b. Record keeping procedures to include collection of Key Performance Indicators.
 - c. Mutual Aid move-up system during peak demand.
 - d. Establish initial certification and recertification procedures for EMS personnel.
 - e. Coordinate systems for ongoing education and training of members.
 - f. Establish standard ambulance fee schedule across Polk County and adopted by each ASA provider.
7. ASA providers coordinate and purchase bulk medical supplies to gain scale of economy.
8. ASA providers contract with a single billing agency to standardize and improve collections and reduce billing costs.



Mid-Term – 3 - 4 Years

1. Employ or Assign a County EMS Manager to oversee the performance of the EMS System
 - a. Chair the County EMS Advisory Committee.
 - b. Monitor and evaluate ASA provider response performance.
 - c. Evaluate performance metrics.
2. Contract for a countywide Medical Program Director to establish and monitor programs.
 - a. Consolidated EMS policies and protocols.
 - b. Oversee the QA/QI program.
 - c. Coordinate with local medical program directors.
 - d. The county Medical Director should conduct county-wide pre-hospital medical studies.

Long-Term – 4 - 6 Years

1. Implement a priority-based Emergency Medical Dispatch (EMD) System.
 - a. It is strongly encouraged that both communication centers use the same EMD platform to ensure consistent dispatching of EMS resources, data collection, and reporting.
2. Implement Automatic Vehicle Location (AVL) dispatching so that the closest unit is dispatched to high acuity incidents.



Table of Figures

FIGURE 1: REPORTING STRUCTURE OF ASA OPERATORS 6

FIGURE 2: PLANNING EFFORTS BY ASA OPERATORS 7

FIGURE 3: AGENCY ALS UNITS AND STAFFING CONFIGURATION 9

FIGURE 4: SUMMARY OF AREA DEMOGRAPHICS 14

FIGURE 5: KEY RESILIENCE FACTORS – EMS FACILITIES 16

FIGURE 6: CURRENT ASA BOUNDARIES17

FIGURE 7: TEMPORAL DATA – SALEM ASA 1 18

FIGURE 9: TEMPORAL DATA – SHERIDAN ASA 3 20

FIGURE 10: TEMPORAL DATA – WEST VALLEY/GRAND RONDE ASA 421

FIGURE 11: TEMPORAL DATA – DALLAS AMBULANCE ASA 6 22

FIGURE 12: TEMPORAL DATA – POLK Co. 1 ASA 7 23

FIGURE 13: TEMPORAL DATA – SW POLK 24

FIGURE 14: EMS INCIDENT MAPPING 2021 25

FIGURE 15: EMS RESPONSE DATA – 2022 26

FIGURE 16: COUNTYWIDE RESPONSE PERFORMANCE – 2022 INCIDENT DATA 27

FIGURE 17: ASA 1-SALEM - RESPONSE TIME PERFORMANCE 28

FIGURE 18: ASA 2-MCMINNVILLE - RESPONSE TIME PERFORMANCE 28

FIGURE 19: ASA 3-SHERIDAN - RESPONSE TIME PERFORMANCE 28

FIGURE 20: ASA 4- WEST VALLEY/GRFD - RESPONSE TIME PERFORMANCE 28

FIGURE 21: ASA 6-DALLAS - RESPONSE TIME PERFORMANCE 28

FIGURE 22: ASA 7-POLK FD1 - RESPONSE TIME PERFORMANCE 28

FIGURE 23: SW POLK - RESPONSE TIME PERFORMANCE 28

FIGURE 24: COMMITMENT FACTORS AS DEVELOPED BY HENRICO COUNTY (VA) DIVISION OF FIRE, 2016 29

FIGURE 25: UNIT HOUR UTILIZATION 29

FIGURE 26: DISTRIBUTION OF RESOURCES BY ASA OPERATOR 30

FIGURE 27: URBAN, SUBURBAN, AND RURAL DESIGNATION MAPS31

FIGURE 28: POPULATION PROJECTIONS POLK COUNTY 32

FIGURE 29: EMS INCIDENT VOLUME PROJECTIONS 32

FIGURE 30: INCIDENT VOLUME PROJECTIONS POLK COUNTY 33

FIGURE 31: ASA 1 – SALEM FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023 35

FIGURE 32: ASA 1 – SALEM FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 35

FIGURE 33: ASA 1 – SALEM FIRE RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED 36

FIGURE 34: ASA 1 – SALEM FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 36

FIGURE 35: ASA 1 – SALEM FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 37

FIGURE 36: ASA 1 – SALEM FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE & CHART 38

FIGURE 37: ASA 2 – MCMINNVILLE FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023 38



FIGURE 38: ASA 2 – MCMINNVILLE FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED – TABLE & CHART 39

FIGURE 39: ASA 2 – MCMINNVILLE FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 39

FIGURE 40: ASA 2 – MCMINNVILLE FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 40

FIGURE 41: ASA 2 – MCMINNVILLE FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE & CHART 40

FIGURE 42: ASA 3 – SHERIDAN FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023 41

FIGURE 43: ASA 3 – SHERIDAN FIRE REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 41

FIGURE 44: RECURRING (BASE) AND NON-RECURRING (OTHER) REVENUE FOR FY 2019 ACTUAL – FY 2023 ADOPTED 42

FIGURE 45: ASA 3 – SHERIDAN FIRE EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 42

FIGURE 46: ASA 3 SHERIDAN FIRE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 43

FIGURE 47: ASA 3 – SHERIDAN FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE AND CHART 43

FIGURE 48: ASA 4 – WEST VALLEY FIRE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023 44

FIGURE 49: ASA 4 – WEST VALLEY FIRE DISTRICT REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 44

FIGURE 50: ASA 4 – WEST VALLEY FIRE DISTRICT REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 45

FIGURE 51: ASA 4 – WEST VALLEY FIRE DISTRICT EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 45

FIGURE 52: ASA 4 – WEST VALLEY FIRE DISTRICT EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 46

FIGURE 53: ASA 4 – WEST VALLEY FIRE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED 46

FIGURE 54: ASA 6 – DALLAS AMBULANCE BUDGET COMPARED TO FINANCE OVERVIEW, FY2023 47

FIGURE 55: ASA 6 – DALLAS REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 48

FIGURE 56: ASA 6 – DALLAS AMBULANCE RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED 48

FIGURE 57: ASA 6 – DALLAS EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 49

FIGURE 58: ASA 6 – DALLAS AMBULANCE EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 50

FIGURE 59: ASA 6 – DALLAS AMBULANCE RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED – TABLE AND CHART 50

FIGURE 60: ASA 7 – POLK COUNTY FD #1 BUDGET COMPARED TO FINANCE OVERVIEW OF EMS, FY2023 51

FIGURE 61: ASA 7 – POLK COUNTY FD #1 REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 51

FIGURE 62: ASA 7 – POLK COUNTY FD #1 RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED 52

FIGURE 63: ASA 7 – POLK COUNTY FD #1 EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED 52

FIGURE 64: ASA 7 – POLK COUNTY FD #1 EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 53

FIGURE 65: ASA 7 – POLK COUNTY FD #1 RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019 ACTUAL – FY2023 ADOPTED 53

FIGURE 66: SW POLK FD BUDGET COMPARED TO FINANCE OVERVIEW OF EMS, FY2023 54

FIGURE 67: SW POLK FD REVENUE, FY 2019 ACTUAL – FY 2023 ADOPTED 55

FIGURE 68: SW POLK FDS RECURRING REVENUE, FY2019 ACTUAL – FY2023 ADOPTED 55



FIGURE 69: SW POLK FD EXPENSES, FY2019 ACTUAL – FY2023 ADOPTED56
FIGURE 70: SW POLK FD EXPENSE BY MAJOR CATEGORY, FY2019 ACTUAL – FY2023 ADOPTED 57
**FIGURE 71: SW POLK FDS RECURRING OPERATING EXPENSE AND REVENUE, WITH NET GAIN (LOSS) FY2019
ACTUAL – FY2023 ADOPTED TABLE & CHART 57**
FIGURE 72: REVENUES BY ASA PROVIDER58
FIGURE 73: PERCENT OF PATIENTS TRANSPORTED BY ASA PROVIDER59
FIGURE 74: OPTIMIZED AND EXISTING ASA BOUNDARIES60
FIGURE 75: PROPOSED ASA BOUNDARIES 61
FIGURE 76: FINANCIAL ESTIMATES OF PROPOSED ASA BOUNDARIES 62



APPENDIX A: Capital Facilities Details

ASA 2 – McMinnville

Station Name/Number:		MFD Station 1			
Address/Physical Location:		175 SE 1st Street, McMinnville, OR 97128			
		General Description:			
		Large 2-story multi-bay brick facade station housing various fire apparatus and ambulances. The facility has all the basic requirements for EMS responses.			
Structure					
Construction Type		VN (Type 3) CMU/Masonry clad load bearing internal stick frame			
Date of Construction		2/24/1987			
Seismic Protection		None			
Auxiliary Power		Diesel Generator (Onan 150 KW)			
General Condition		Fair			
Number of Apparatus Bays		Drive-through bays	10	Back-in bays	
Special Considerations (ADA, etc.)		Non-ADA compliant with current standards.			
Square Footage		25,184			
Facilities Available					
Separate Rooms/Dormitory/Other		13	Bedrooms	13	Dormitory Beds
Maximum Station Staffing Capability		13			
Exercise/Workout Facilities		Yes			
Kitchen Facilities		Two- commercial at ground level, residential style on top story.			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes, men and women on the top story. Co-ed on ground level			
Training/Meeting Rooms		Large meeting room, conference room			
Washer/Dryer		Clothing washer dryer and turnout gear extractor, dryer			
Safety & Security					
Sprinklers		Yes			
Smoke Detection		Yes			
Decontamination/Biohazard Disposal		Yes			
Security		Minimal, door lock system in place. Front office open M-F 8-5, w/no security.			
Apparatus Exhaust System		Yes			
Assigned Apparatus/Vehicles					
Apparatus Call Sign	Minimum Staffing*	Comments			
Engine 1	2	May be staffed up to four, swing crew from medic if needed			
Medic 1	2				
Medic 10	2				
DC1	1	Shift BC - SUV			
All other vehicles are "unstaffed" and would require volunteer response.					
Total Minimum Station Staffing:					



Station Name/Number:		Station 12- RENTAL property			
Address/Physical Location:		210 NW Bakercreek Rd. McMinnville			
		General Description: Residential single-story occupancy with covered carport for apparatus. This is a single-use ambulance station. Amenities are typical for a residential occupancy. Minimum staffing at this station is 2 personnel.			
Structure					
Construction Type		Wood frame ranch style house			
Date of Construction		1970s era			
Seismic Protection		No			
Auxiliary Power		None			
General Condition		Poor- fair			
Number of Apparatus Bays		Drive-through bays	1	Back-in bays	
Special Considerations (ADA, etc.)					
Square Footage		1000 sq ft.			
Facilities Available					
Separate Rooms/Dormitory/Other		3	Bedrooms	3	Bedrooms
Maximum Station Staffing Capability		Sleeping quarters for 3			
Exercise/Workout Facilities		Some equipment at Station 12			
Kitchen Facilities		Residential kitchen			
Individual Lockers/Storage Assigned		No			
Shower Facilities		One shower in combination with a toilet/bathroom			
Training/Meeting Rooms		None			
Washer/Dryer		Clothes washer and dryer			
Safety & Security					
Sprinklers		No			
Smoke Detection		Yes			
Decontamination/Biohazard Disposal		Light Decon capabilities, biohazard disposal present.			
Security		No			
Apparatus Exhaust System		No			
Assigned Apparatus/Vehicles					
Apparatus Call Sign		Minimum Staffing*		Comments	
Medic 12		2			
Total Minimum Station Staffing:		2			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					



ASA 3 – Sheridan Fire Department

Station Name/Number:	Sheridan Station 9					
Address/Physical Location:	230 SW Mill Street, Sheridan, Oregon 97378					
	General Description:					
	Large updated 2-story, 9 bay brick façade. Housing 3 fire apparatus and 3 ambulances. Built in 1984 but seismically retrofitted in 2022. Total minimum staffing for all fire and ambulance apparatus is 6 cross-staffed personnel.					
Structure						
Construction Type	Brick, Metal, Wood construction.					
Date of Construction	Originally 1984, the Seismic remodel was completed in July 2022.					
Seismic Protection	Yes.					
Auxiliary Power	Yes.					
General Condition	Excellent					
Number of Apparatus Bays	0	Drive-through bays	9	Back-in bays		
Special Considerations (ADA, etc.)	2 story station, business offices downstairs.					
Square Footage	14,170					
Facilities Available						
Separate Rooms/Dormitory/Other	6	Bedrooms	6	Beds	0	Dormitory Beds
Maximum Station Staffing Capability	8 – several open offices that can be converted to bedrooms.					
Exercise/Workout Facilities	Yes					
Kitchen Facilities	Yes					
Individual Lockers/Storage Assigned	Yes					
Shower Facilities	Yes, 4					
Training/Meeting Rooms	Yes, 3					
Washer/Dryer	Yes, 2					
Safety & Security						
Sprinklers	Yes					
Smoke Detection	Yes					
Decontamination/Biohazard Disposal	Yes					
Security	Yes					
Apparatus Exhaust System	Vents are activated by a switch.					
Assigned Apparatus/Vehicles						
Apparatus Call Sign	Minimum Staffing*		Comments			
Engine 9	2 CS					
Engine 91 Reserve	2 V					
Rescue 9	2 V					
Medic 9, 91, 92	Each has 2 CS					
Total Minimum Station Staffing:	6 CS and V					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"						



Station Name/Number:		Ballston – Station 98			
Address/Physical Location:		9255 DeJong Rd. Sheridan, Oregon 97378			
		General Description: Metal tilt-up 2-bay structure in fair condition housing 3 fire apparatus. It has the ability to house an ambulance (proposed in 2023) but has no living quarters. Minimum staffing is 3 volunteer staff members.			
Structure					
Construction Type		Metal			
Date of Construction		1978			
Seismic Protection		No			
Auxiliary Power		Yes			
General Condition		Fair			
Number of Apparatus Bays		0	Drive-through bays	2	Back-in bays
Special Considerations (ADA, etc.)		N/A			
Square Footage		4000			
Facilities Available					
Separate Rooms/Dormitory/Other		0	Bedrooms	0	Bedrooms
Maximum Station Staffing Capability		2			
Exercise/Workout Facilities		No			
Kitchen Facilities		No			
Individual Lockers/Storage Assigned		No			
Shower Facilities		No			
Training/Meeting Rooms		No			
Washer/Dryer		No			
Safety & Security					
Sprinklers		No			
Smoke Detection		Yes			
Decontamination/Biohazard Disposal		No			
Security		The door is locked with a push button combi lock.			
Apparatus Exhaust System		No			
Assigned Apparatus/Vehicles					
Apparatus Call Sign		Minimum Staffing*		Comments	
Brush - 98		1			
Engine - 98		2			
Tender - 98		2			
Total Minimum Station Staffing:		3 V			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					

Station Name/Number:		Buell Station 97			
Address/Physical Location:		5945 Mill Creek Rd. Sheridan, Oregon 97378			
		General Description:			
		Metal tilt-up 3-bay building in fair condition with limited crew amenities. This station currently houses 3 fire apparatus but consideration for housing an ambulance is being considered for 2023. The station has a meeting room and kitchenette with a microwave. No living quarters. The minimum staff at this station is 5 volunteer members.			
Structure					
Construction Type		Metal			
Date of Construction		1983			
Seismic Protection		No			
Auxiliary Power		Yes			
General Condition		Fair			
Number of Apparatus Bays		0	Drive-through bays	3	Back-in bays
Special Considerations (ADA, etc.)					
Square Footage		2800			
Facilities Available					
Separate Rooms/Dormitory/Other		0	Bedrooms	0	Bedrooms
Maximum Station Staffing Capability		3			
Exercise/Workout Facilities		No			
Kitchen Facilities		Yes, a kitchenette with sink and microwave.			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		Yes, 1			
Washer/Dryer		No			
Safety & Security					
Sprinklers		No			
Smoke Detection		Yes			
Decontamination/Biohazard Disposal		No			
Security		The door is locked with a push button combi lock.			
Apparatus Exhaust System		No			
Assigned Apparatus/Vehicles					
Apparatus Call Sign	Minimum Staffing*	Comments			
Brush 97	2				
Engine 97	2				
Tender 97	2				
We are considering placing an ambulance there for a weekly 12-hour shift in January 2023.					
Total Minimum Station Staffing:		5 Vols			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					

ASA 4 – West Valley

Station Name/Number:		West Valley/Grand Ronde- Station 25					
Address/Physical Location:		28480 McPherson Rd. Grand Ronde, OR 97347					
		General Description: Single story 4-bay station in good condition. Three of the four bays are drive-through. The station has all necessary accommodations for housing fire personnel on a 24-hour basis – kitchen facilities, bedrooms, laundry and decontamination facilities as well as multipurpose meeting rooms. This station houses 1 ambulance and 3 fire apparatus that are all cross staffed. The minimum staffing at this station is 5 personnel that provide cross-staffing across various apparatus.					
Structure							
Construction Type		Ordinary					
Date of Construction		2011					
Seismic Protection		Yes					
Auxiliary Power		Yes					
General Condition		Good					
Number of Apparatus Bays		3	Drive-through bays	1	Back-in bays		
Special Considerations (ADA, etc.)		ADA					
Square Footage		14,000					
Facilities Available							
Separate Rooms/Dormitory/Other		3	Bedrooms	7	Beds	0	Dormitory Beds
Maximum Station Staffing Capability		7					
Exercise/Workout Facilities		Yes					
Kitchen Facilities		Yes					
Individual Lockers/Storage Assigned		Yes					
Shower Facilities		Yes					
Training/Meeting Rooms		Yes, via multipurpose rooms					
Washer/Dryer		Yes					
Safety & Security							
Sprinklers		Yes					
Smoke Detection		Yes					
Decontamination/Biohazard Disposal		Yes					
Security		Yes					
Apparatus Exhaust System		Yes					
Assigned Apparatus/Vehicles							
Apparatus Call Sign		Minimum Staffing*		Comments			
Medic 251		2					
Engine 251		CS					
Utility 251		CS					
Rescue 251		3					
Total Minimum Station Staffing:		5					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"							



Station Name/Number:		Willamina – Station 8					
Address/Physical Location:		825 NE Main St. Willamina, OR 97396					
		General Description:					
		Two-story brick framed multiple bay station that serves as the department's headquarters. The station has 5 drive-through bays housing 5 apparatus – one ambulance, one Engine, one Tender, one Brush unit, and one Battalion Chief. The minimum staffing is 5 personnel with the Tender and Brush unit being cross staffed. The station has all the facilities for 24-hour staffing.					
Structure							
Construction Type		Ordinary					
Date of Construction		2004					
Seismic Protection		Yes					
Auxiliary Power		Yes					
General Condition		Fair					
Number of Apparatus Bays		5	Drive-through bays	1	Back-in bays		
Special Considerations (ADA, etc.)		ADA					
Square Footage		25,000					
Facilities Available							
Separate Rooms/Dormitory/Other		8	Bedrooms	8	Beds	0	Dormitory Beds
Maximum Station Staffing Capability		8					
Exercise/Workout Facilities		Yes					
Kitchen Facilities		Yes					
Individual Lockers/Storage Assigned		Yes					
Shower Facilities		Yes					
Training/Meeting Rooms		Yes					
Washer/Dryer		Yes					
Safety & Security							
Sprinklers		Yes					
Smoke Detection		Yes					
Decontamination/Biohazard Disposal		Yes					
Security		No					
Apparatus Exhaust System		No					
Assigned Apparatus/Vehicles							
Apparatus Call Sign	Minimum Staffing*	Comments					
Medic 252	2						
Engine 252	2						
Tender 252	CS						
Brush 252	CS						
BC 250	1						
Total Minimum Station Staffing:		5					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"							



ASA 5 – Pac West

Station Name/Number:		Lincoln City				
2801 NE 22 nd St Lincoln City, OR 97367						
		General Description: Large single-story facility in good condition with 4 back-in bays housing 3 ambulances. The facility has 16 administrative staff as well as a minimum of 4 for ambulances. The station has amenities appropriate for 24-hour staffing.				
Structure						
Construction Type	Brick/Wood					
Date of Construction	2007					
Seismic Protection	Yes					
Auxiliary Power	Yes					
General Condition	Good					
Number of Apparatus Bays	0	Drive-through bays	4	Back-in bays		
Special Considerations (ADA, etc.)	ADA compliant					
Square Footage	10233					
Facilities Available						
Separate Rooms/Dormitory/Other	4	Bedrooms	4	Beds	0	Dormitory Beds
Maximum Station Staffing Capability	20 (4 EMS + 16 Office)					
Exercise/Workout Facilities	No					
Kitchen Facilities	Yes					
Individual Lockers/Storage Assigned	Yes					
Shower Facilities	Yes					
Training/Meeting Rooms	Yes					
Washer/Dryer	Yes					
Safety & Security						
Sprinklers	Yes					
Smoke Detection	Yes					
Decontamination/Biohazard Disposal	Yes					
Security	Yes					
Apparatus Exhaust System	No					
Assigned Apparatus/Vehicles						
Apparatus Call Sign	Minimum Staffing*		Comments			
M912	2		Day Car			
M913	2		Night Car			
M911	2		Peak Car			
Total Minimum Station Staffing:	4					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"						

Station Name/Number:		Newport			
609 NW Coast St Newport, OR 97365					
		General Description: Two-story brick façade structure in good condition. The station has 3 back-in bays and houses 3 ambulances. Two of the three ambulances are staffed with a minimum of 4 personnel. The facility serves as Pacific West's administrative offices housing 8 office staff. Facility has all required amenities for 24-hour staffing.			
Structure					
Construction Type		Wood			
Date of Construction		1999			
Seismic Protection		Yes			
Auxiliary Power		Yes			
General Condition		Good			
Number of Apparatus Bays		0	Drive-through bays	5	Back-in bays
Special Considerations (ADA, etc.)		ADA compliant main floor			
Square Footage		11,100			
Facilities Available					
Separate Rooms/Dormitory/Other		3	Bedrooms	3	Bedrooms
Maximum Station Staffing Capability		12-(4 EMS + 8 Office)			
Exercise/Workout Facilities		No			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		Yes			
Training/Meeting Rooms		Yes			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		Yes			
Smoke Detection		Yes			
Decontamination/Biohazard Disposal		Yes			
Security		Yes			
Apparatus Exhaust System		No			
Assigned Apparatus/Vehicles					
Apparatus Call Sign	Minimum Staffing*	Comments			
M905	2	Day car			
M907	2	Day Car			
M906	2	Night Car			
M909	2	Night Car			
M901	2	Peak Car			
Total Minimum Station Staffing:		4			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					

ASA 6 – Dallas

Station Name/Number:		Station 100/EMS Building					
Address/Physical Location:		240 SE Washington Street					
		General Description: Metal framed combination concrete/cinderblock/brick walled station housing 3 ambulances in fair condition. Staffed 24-hours with 4 personnel staffing 2 ambulances with 3 back-in bays. Additional ambulance is a reserve. The station has all the appropriate amenities for 24-hour staffing.					
Structure							
Construction Type		Type II; Metal framed; concrete/cinderblock/brick walled					
Date of Construction		1995					
Seismic Protection		Yes, relevant to time period					
Auxiliary Power		Yes					
General Condition		Fair					
Number of Apparatus Bays		0	Drive-through bays	3	Back-in bays		
Special Considerations (ADA, etc.)		Yes					
Square Footage		3,020					
Facilities Available							
Separate Rooms/Dormitory/Other		2	Bedrooms		Beds	8	Dormitory Beds
Maximum Station Staffing Capability		8, only if 4 male and 4 female					
Exercise/Workout Facilities		No					
Kitchen Facilities		Yes					
Individual Lockers/Storage Assigned		Yes					
Shower Facilities		Yes					
Training/Meeting Rooms		No					
Washer/Dryer		Yes					
Safety & Security							
Sprinklers		Yes					
Smoke Detection		Yes					
Decontamination/Biohazard Disposal		Yes					
Security		Yes					
Apparatus Exhaust System		Yes					
Assigned Apparatus/Vehicles							
Apparatus Call Sign		Minimum Staffing*		Comments			
M101		2					
M102		2					
M104 (Reserve)							
Total Minimum Station Staffing:		4					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"							



Station Name/Number:		Station 100/Fire Station				
Address/Physical Location:		915 SE Shelton St.				
		General Description:				
		2-story, multiple bay station of ordinary construction in fair condition housing one ambulance and four fire apparatus. The station serves as the department's headquarters with administrative staff of 4. The facility has all the amenities for 24-hour staffing. The minimum staffing is 3 personnel on the Engine that also cross staff the ambulance. The remainder of the fire apparatus is staffed by volunteers.				
Structure						
Construction Type		Type III				
Date of Construction		1973				
Seismic Protection		Yes, upgraded in 2012				
Auxiliary Power		Yes				
General Condition		Fair				
Number of Apparatus Bays		Drive-through bays	8	Back-in bays		
Special Considerations (ADA, etc.)		Elevator only				
Square Footage		13,482				
Facilities Available						
Separate Rooms/Dormitory/Other		0	Bedrooms		Beds	Dormitory Beds
Maximum Station Staffing Capability		8, zero overnight				
Exercise/Workout Facilities		No				
Kitchen Facilities		Yes				
Individual Lockers/Storage Assigned		Yes				
Shower Facilities		Yes, male and female				
Training/Meeting Rooms		Yes				
Washer/Dryer		Yes				
Safety & Security						
Sprinklers		No				
Smoke Detection		Yes				
Decontamination/Biohazard Disposal		No				
Security		Yes				
Apparatus Exhaust System		No				
Assigned Apparatus/Vehicles						
Apparatus Call Sign	Minimum Staffing*	Comments				
M103	2 CS					
E101	3					
E102	3 V					
L101	4 V					
BR106	2V					
Total Minimum Station Staffing:		3	Administration team has 3 suppression and 1 EMS			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"						



ASA 7 – Polk County 1

Station Name/Number:		Polk County Fire District No. 1 - Central Station – Station #90					
Address/Physical Location:		1800 Monmouth St, Independence, OR 97351					
		General Description:					
		2-story facility in good condition that serves as the department's headquarters. This is a multiple-bay station housing 12 apparatus including 3 ambulances, 2 Engines, 2 Trucks. And 2 chief vehicles. The station has all amenities for 24-hour operation.					
Structure							
Construction Type		Type 2					
Date of Construction		1993					
Seismic Protection		Yes					
Auxiliary Power		Yes, automatic generator					
General Condition		good					
Number of Apparatus Bays		6 x 2 spots	Drive-through bays			Back-in bays	
Special Considerations (ADA, etc.)		ADA, community room					
Square Footage		21,000					
Facilities Available							
Separate Rooms/Dormitory/Other		7	Bedrooms	4	Beds	9	Dormitory Beds
Maximum Station Staffing Capability		7					
Exercise/Workout Facilities		Yes					
Kitchen Facilities		Yes					
Individual Lockers/Storage Assigned		Yes					
Shower Facilities		Yes					
Training/Meeting Rooms		Yes					
Washer/Dryer		Yes					
Safety & Security							
Sprinklers		Yes					
Smoke Detection		Yes					
Decontamination/Biohazard Disposal		Yes					
Security		Yes					
Apparatus Exhaust System		No					
Assigned Apparatus/Vehicles							
Apparatus Call Sign	Minimum Staffing*	Comments					
E92	2 - CS						
E93	2 -V						
R91	2 -V						
L91	3 - V						
C95	1 -CS						
M91	2						
M92	2 -CS						
M93	2 - V	Admin staff will sometimes staff this medic as well.					
HB94	2 - V						
B91	2 - V						
T91	1 - V						
D91	1						
Total Minimum Station Staffing:							
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"							



Station Name/Number:		Buena Vista Station - #40	
Address/Physical Location:		11350 Church St, Independence, OR 97351	
		General Description:	
		Wood-framed station in fair condition housing an Engine and a Truck in 2 back-in bays, staffed by volunteers. There are no amenities that allow 24-hour staffing.	
Structure			
Construction Type		5B	
Date of Construction		2006	
Seismic Protection		Yes	
Auxiliary Power		Yes, generator that requires manual start	
General Condition		fair	
Number of Apparatus Bays		Drive-through bays	2 Back-in bays
Special Considerations (ADA, etc.)			
Square Footage		3000	
Facilities Available			
Separate Rooms/Dormitory/Other		Bedrooms	Beds
Maximum Station Staffing Capability			
Exercise/Workout Facilities		No	
Kitchen Facilities		No	
Individual Lockers/Storage Assigned		No	
Shower Facilities		Yes	
Training/Meeting Rooms		Yes	
Washer/Dryer		no	
Safety & Security			
Sprinklers		No	
Smoke Detection		No	
Decontamination/Biohazard Disposal		No	
Security		No	
Apparatus Exhaust System		no	
Assigned Apparatus/Vehicles			
Apparatus Call Sign	Minimum Staffing*	Comments	
E41	2-V		
T41	1-V		
Total Minimum Station Staffing:			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"			



Station Name/Number:		Pedee Fire Station - #70			
Address/Physical Location:		12485 Kings Valley Hwy, Monmouth, OR 97361			
		General Description:			
		Wood-framed station in poor condition housing an Engine and a Truck in 3 back-in bays, staffed by volunteers. There are no amenities that allow 24-hour staffing.			
Structure					
Construction Type		5B			
Date of Construction		1993			
Seismic Protection		Yes			
Auxiliary Power		Generator, requires manual start			
General Condition		poor			
Number of Apparatus Bays		Drive-through bays	3	Back-in bays	
Special Considerations (ADA, etc.)		Shared parking lot with woman's group			
Square Footage		1932			
Facilities Available					
Separate Rooms/Dormitory/Other		Bedrooms		Beds	Dormitory Beds
Maximum Station Staffing Capability		0			
Exercise/Workout Facilities		No			
Kitchen Facilities		No			
Individual Lockers/Storage Assigned		No			
Shower Facilities		No			
Training/Meeting Rooms		No			
Washer/Dryer		no			
Safety & Security					
Sprinklers		No			
Smoke Detection		No			
Decontamination/Biohazard Disposal		No			
Security		No			
Apparatus Exhaust System		no			
Assigned Apparatus/Vehicles					
Apparatus Call Sign		Minimum Staffing*		Comments	
E71		2-v			
T71		1-v			
Total Minimum Station Staffing:					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					



Station Name/Number:		Airlie - #80			
Address/Physical Location:		14775 Airlie Rd, Monmouth, Oregon, 97361			
		General Description:			
		Wood-framed station in poor condition housing a Truck in 3 back-in bays, staffed by volunteers. There are no amenities that allow 24-hour staffing.			
Structure					
Construction Type		5B			
Date of Construction		1979			
Seismic Protection		Yes			
Auxiliary Power		No			
General Condition		Poor			
Number of Apparatus Bays		Drive-through bays	3	Back-in bays	
Special Considerations (ADA, etc.)					
Square Footage		2350			
Facilities Available					
Separate Rooms/Dormitory/Other		Bedrooms		Beds	Dormitory Beds
Maximum Station Staffing Capability		0			
Exercise/Workout Facilities		No			
Kitchen Facilities		No			
Individual Lockers/Storage Assigned		No			
Shower Facilities		No			
Training/Meeting Rooms		No			
Washer/Dryer		no			
Safety & Security					
Sprinklers		No			
Smoke Detection		No			
Decontamination/Biohazard Disposal		No			
Security		No			
Apparatus Exhaust System		No			
Assigned Apparatus/Vehicles					
Apparatus Call Sign	Minimum Staffing*	Comments			
T81	1-V				
Total Minimum Station Staffing:					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					



SW Polk County

Station Name/Number:		Rickreall Community Fire Station/Station 130					
Address/Physical Location:		9105 Rickreall Road, Rickreall, Oregon 97371					
		General Description:					
		Steel tilt-up building in excellent condition with 3 back-in bays. Presently not fitted with amenities for 24-hour staffing. Staffed by 2 volunteers that cross-staff an engine, a heavy brush unit, and a water tender.					
Structure							
Construction Type		II-B					
Date of Construction		2021					
Seismic Protection		Yes					
Auxiliary Power		Cummins Generator					
General Condition		Excellent					
Number of Apparatus Bays		0	Drive-through bays	3	Back-in bays		
Special Considerations (ADA, etc.)		ADA					
Square Footage		5,040					
Facilities Available							
Separate Rooms/Dormitory/Other		0	Bedrooms	0	Beds	0	Dormitory Beds
Maximum Station Staffing Capability		4 (Sleeping quarters under development)					
Exercise/Workout Facilities		None					
Kitchen Facilities		Limited					
Individual Lockers/Storage Assigned		Yes					
Shower Facilities		1					
Training/Meeting Rooms		1					
Washer/Dryer		No					
Safety & Security							
Sprinklers		No					
Smoke Detection		No					
Decontamination/Biohazard Disposal		Yes					
Security		Code required entry on all doors (cameras in development)					
Apparatus Exhaust System		Yes					
Assigned Apparatus/Vehicles							
Apparatus Call Sign		Minimum Staffing*		Comments			
Engine 131		2 V CS					
Heavy Brush 133		2 V CS					
Tender 132		1 V CS					
Total Minimum Station Staffing:		2					
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"							



Station Name/Number:		Salt Creek Community Fire Station/Station 140			
Address/Physical Location:		15455 Salt Creek Road, Dallas, OR 97338			
		General Description:			
		Steel tilt-up building in excellent condition with 3 back-in bays. Presently not fitted with amenities for 24-hour staffing. Staffed by 2 paid firefighters on the ambulance and cross-staffed on the engine, heavy brush unit, and water tender by volunteers.			
Structure					
Construction Type		II-B			
Date of Construction		2021			
Seismic Protection		Yes			
Auxiliary Power		Cummins Generator			
General Condition		Excellent			
Number of Apparatus Bays		0	Drive-through bays	3	Back-in bays
Special Considerations (ADA, etc.)		ADA			
Square Footage		5040			
Facilities Available					
Separate Rooms/Dormitory/Other		0	Bedrooms	0	Bedrooms
Maximum Station Staffing Capability		4 (Sleeping quarters under development)			
Exercise/Workout Facilities		Yes			
Kitchen Facilities		Yes			
Individual Lockers/Storage Assigned		Yes			
Shower Facilities		2			
Training/Meeting Rooms		1			
Washer/Dryer		Yes			
Safety & Security					
Sprinklers		No			
Smoke Detection		No			
Decontamination/Biohazard Disposal		Yes			
Security		Code required entry on all doors and security camera			
Apparatus Exhaust System		Yes			
Assigned Apparatus/Vehicles					
Apparatus Call Sign	Minimum Staffing*	Comments			
Engine 141	2 V CS				
Heavy Brush 143	2 V CS				
Medic 144	2 CS				
Tender 142	1 V CS				
Total Minimum Station Staffing:	2				
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					



Station Name/Number:		Bridgeport Community Fire Station/Station 150			
Address/Physical Location:		6040 S Kings Valley HWY, Dallas, OR 97338			
		General Description:			
		Steel tilt-up building in excellent condition with 2 back-in bays. Not fitted with amenities for 24-hour staffing. Staffed by 2 paid firefighters on the ambulance and cross-staffed on the engine, brush unit by volunteers.			
Structure					
Construction Type		II-B			
Date of Construction		2021			
Seismic Protection		Yes			
Auxiliary Power		Honda Generator			
General Condition		Excellent			
Number of Apparatus Bays		0	Drive-through bays	2	Back-in bays
Special Considerations (ADA, etc.)		ADA			
Square Footage		2,400			
Facilities Available					
Separate Rooms/Dormitory/Other		0	Bedrooms	0	Bedrooms
Maximum Station Staffing Capability		2			
Exercise/Workout Facilities		Minimal			
Kitchen Facilities		None			
Individual Lockers/Storage Assigned		None			
Shower Facilities		1			
Training/Meeting Rooms		0			
Washer/Dryer		None			
Safety & Security					
Sprinklers		No			
Smoke Detection		No			
Decontamination/Biohazard Disposal		Yes			
Security		Code required entry on all doors (Cameras in development)			
Apparatus Exhaust System		Yes			
Assigned Apparatus/Vehicles					
Apparatus Call Sign		Minimum Staffing*		Comments	
Brush 153		2 V CS			
Engine 151		2 V CS			
Medic 154		2 C			
Total Minimum Station Staffing:		2			
*If an apparatus is cross staffed, enter "CS" after the minimum staffing number. If Volunteer, "V" or Resident, "R"					

