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many benefits, which hinge upon the support of a new bond. This bond will be vital in providing the equipment necessary to help our firefighters and paramedics continue to provide quality service to the community. Currently, KFD is responding on 10 to 12 calls for service every day. The ambulances in KFD's current fleet are aging and with the high demand for service these vehicles aren't lasting as long and breaking down more often. The bond will provide the capital necessary for purchasing new ambulances so KFD can continue to provide quality emergency medical services to the citizens of Keizer.

**BH**:The existing bond measure, which was passed to construct the current fire station, is set to expire. Asking the voters to pass another bond measure would provide the funding to replace aging equipment without increasing costs to property owners. I fully support taking this measure to the voters and intend to work on the committee to pass the measure.

**JM**: The fire chief, board and budget committee have been very thoughtful in considering the current and future needs to replace the entire fleet of vehicles before they become a danger and more expensive to maintain. This is a perfect time to ask the voters for this bond as it will be replacing the expiring bond which the citizens of Keizer have been so supportive of in the past. The one future need not being addressed by this board is the future need of additional stations. There is only one station in Keizer Fire District. An increasing call volume and pending expansion of the urban growth boundary are going to increase the workload of the already very busy station, causing longer response times. I think Keizer Fire should study the data of response times, future growth probabilities, and effects of adding stations in the future before finalizing the plan for the bond in November.

KFD's fire engines are also in need of replacement. The age of fire apparatus directly impacts a fire department's Insurance Service Office (ISO) rating. This rating is used to determine fire insurance premiums. If KFD's aging fire apparatus is not replaced, the district is at risk of losing its current ISO rating of 2, thus potentially increasing insurance rates.

CP: The main issue facing

with an aging fleet of apparatus and vehicles. Several are at the end of their useful lives, and with mounting maintenance costs, the best alternative is to buy new. The KFD staff have developed a well-thought-out 20-year plan for the replacement for all apparatus and vehicles, a plan they presented to the Citizens' Advisory Committee meeting this past February. The committee was receptive and supportive. To cover the costs, the current plan is with a bond issue that would be repaid through a property tax assessment. In January 2016, the current outstanding bond that was issued for the fire station will end. The tax assessment required for the new bond will be at the same rate as the fire station bond issue, so taxpayers in the district will see little if any change on their tax bill.

Given the choice between continuing to offer ambulance services through the district and contracting them out, which would you prefer?

MB: I would prefer to continue to have a fire-based ambulance service. Having had the opportunity to work in both systems, I feel the citizen gets the best service from a firebased ambulance system. Private ambulance companies are a for-profit organization and in order to survive, have to be concerned about the bottomline. This usually means only one paramedic per ambulance, fewer ambulances in the system, and longer response times. KFD has been providing transporting ambulance service for more than 20 years. They have put a priority on providing quality emergency medical service and have always adapted their deployment plan to match the increasing call volume. KFD has excellent response times and always ensures an adequate number of paramedics are on scene.

BH: I would definitely prefer that ambulance service be continued through the district. The primary reason is that it is easier to control quality of service when employees work directly for the district. Under a contract, issues would be much more difficult to manage. Employees have a supervisor other than district personnel. The district would have to show that there was a breach of contract and the actions taken in the situation would be up to the contracting agency rather than district personnel. In a town as small as Keizer, providing excellent service to the community is critical.

JM: I would prefer to have Keizer Fire continue to provide ambulance service to the citizens of Keizer. Keizer Fire provides excellent service and it is what the community has grown to expect. The difficulty with private ambulance service is the pressure to provide shareholders a profit. If a company has a goal of providing \$200,000 profit to the shareholders, that is \$200,000 not being used to provide you with EMS. To ensure an ambulance company stays profitable with the limited amount of reimbursement from Medicare and insurance, a private company has no choice but to cut equipment, reduce the number of ambulances to cover an area and pay employees less. The results are longer response times and overworked, under-appreciated paramedics being required to make life and death decisions while keeping their eyes on the profit mar-

gin. Treating employees in this manner also results in a high turnover rate, causing all the experienced people to leave. An inexperienced, overworked, under-appreciated paramedic with the cheapest equipment, is not the person I want taking care of my family or yours.

CP: This is an issue of deciding between managing an outside contract versus providing services in-house and determining whether one option is better than another. From my personal experience, the answer to this questions deals with the expertise that's required, the quality of personnel providing the services and the control that the organization has over the provision of services. Without a doubt, KFD has the expertise and well-qualified staff to provide ambulance services. Given that, I would prefer to offer ambulance services through the district and to maintain the day-to-day control over the provision of those services.

## How would you help improve relationships between MCFD1 and KFD?

**MB**: I think it is imperative for KFD to have a good working relationship with its mutual aid partners. MCFD1 and KFD are going through a time of change. This change is affecting all levels of each organization. While at times change is challenging, I think it will ultimately improve the two agencies' relationship with one another. It is important to learn from the past, and is equally important to have an open mind for the future. I know at some point both agencies will have to rely

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on each other for assistance. In that time of need both agencies need to put providing the best service possible above all else.

BH: KFD has mutual aid agreements with many surrounding fire agencies including MCFD1. This is most important to ensuring continued timely service to residents and businesses. It is important for KFD to communicate on a regular basis with MCFD1, Salem Fire and other agencies to determine if there are other ways to cooperate. I would both advocate for those joint meetings and volunteer to serve on them. My experience in helping citizens understand how to communicate with local government officials would be useful for such communications. JM: I would look for oppor-

tunities that are mutually beneficial to both agencies. Some very simple cost saving ideas that could be easily implemented are sharing payroll, medical supply purchasing, vehicle maintenance services, records keeping and other basic administrative services. The MCFD1 volunteers of Clear Lake are unavailable to respond to about 30 percent of their calls and the north end of KFD has a long response time from the very busy E355 on Chemawa Road. Both MCFD1 and KFD are in need of an additional staffed fire engine but currently neither can afford to add a fully staffed 24/7 engine company. Together, each could partially fund staffing a fire engine on the border of MCFD1 and KFD in the Clear Lake Station that responds into Keizer and the North end of MCFD1. Exactly how much each agency would put into it should be based on the predicted use of the shared engine. If one-third of the time the engine was predicted to go into Keizer, then Keizer should provide one-third of the personnel and MCFD1 could provide the other two-thirds of the personnel. A similar model has been successful between Portland and Gresham. Medic 32 was started in this fashion as a joint venture between MCFD1 and KFD until both agencies eventually were able to afford additional staffing. Currently, the Clear Lake fire engine and ambulance do not cross Parkmeadow unless there is a working structure fire or both Keizer ambulances are busy. MCFD1 has relied on its engine from Chemeketa to cover Clear Lake when the volunteers are unavailable when it would be faster to request the much closer engine from Keiz-

CP: I believe the relationship between the two districts has been further eroded by a staff member of MCFD1 running for a KFD board seat and the ideas that he is putting forth. The ballot box is not the place to start this kind of conversation. A work group consisting of the two chiefs, key staff and select board members should be created. This group would meet regularly to discuss issues facing the two districts and finding ways for the two districts to work more collaboratively. If a facilitator is needed to kickstart this process one should be hired and kept involved until he/she is no longer needed.

Ask Mr. Trash

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must be kept separate by color in paper bags, and placed

into the small red recycle bin only. Sorry, no cups, dishes,

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ovenware, mirror, window glass or light bulbs; they will

contaminate the recycling process and ruin the newly

Q: What types of glass can be recycled?

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