



CITY OF REDMOND

CITY HALL
411 SW 9th STREET
REDMOND, OR 97756
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info@redmondoregon.gov
redmondoregon.gov

CITY COUNCIL

November 2, 2021

Virtual Meeting • www.redmondoregon.gov/CityCouncilLive

COUNCIL MEMBERS

George Endicott
Mayor

Jay Patrick
Council President

Jon Bullock
Councilor

Krisanna
Clark-Endicott
Councilor

Clifford Evelyn
Councilor

Ed Fitch
Councilor

Shannon Wedding
Councilor

NOVEMBER 2, 2021

SPECIAL MEETING AGENDA

6:00 PM

I. CALL TO ORDER / ESTABLISH A QUORUM

II. CONSENT AGENDA

- A. Amendment to City Contract #2020-71 with Resource Consultants for Community Development Block Grant Professional Consulting in the amount of \$80,000

III. PRESENTATIONS

- A. LED Streetlight Conversion Presentation by Ameresco
- B. Central Oregon Intergovernmental Council Update #1: Housing and Transit
- C. Central Oregon Intergovernmental Council Update #2: Central Oregon Regional Training Complex
- D. Deschutes County Library Design Update: Todd Dunkelberg and Team

IV. ORDINANCES

- A. Ord. #2021-10 - An ordinance amending the Redmond City Code Chapter 5 Sections 5.250 through 5.290 pertaining to animals.

V. ACTION ITEMS

- A. Resolution #2021-33 - A resolution of the City of Redmond to make budget adjustments.
- B. City Donation of a 1914 Colt 1911 to the Maryland Museum of Military History

VI. ADJOURN

Regular Council meetings are broadcast live on COTV11 – BendBroadband Channel 11 beginning at 6:00 p.m. on the 2nd and 4th Tuesdays of each month. Rebroadcasts are scheduled for the non-meeting Tuesdays at 6:00 p.m.

The City of Redmond encourages all citizens to participate in its programs and activities. This meeting location is accessible to people with disabilities. Requests for accommodation may include sign language interpreter service, assistive listening devices, materials in an alternate format or any other accommodation. If any accommodations are needed, please contact the ADA Coordinator at 541-504-3036 or access@redmondoregon.gov. Requests should be made as soon as possible, but at least 3 business days prior to the scheduled meeting.

The City of Redmond does not discriminate on the basis of disability status in the admission or access to, or treatment, or employment in, its programs or activities



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STAFF REPORT

DATE: November 2, 2021
TO: City Council
THROUGH: Keith Witcosky, City Manager
Brooks Slyter, Accounting & Financial Reporting Director
FROM: John Roberts, Deputy City Manager
SUBJECT: Amendment to City Contract #2020-71 with Resource Consultants for Community Development Block Grant Professional Consulting in the amount of \$80,000

Addresses Council Goal:

7. COMPREHENSIVE PLANNING

Enhance the quality of life through adoption of programs, policies, and standards that manage growth while maintaining Redmond's small-town feel.

Report in Brief:

This item requests City Council approve a contract amendment with Resource Consultants, an increase in the amount of \$80,000 and extend the duration to December 31, 2022, for continued administration of the City's Community Development Block Grant (CDBG) programs.

Background:

The City receives approximately \$235,000 each year in CDBG Entitlement funds from the United State Department of Housing and Urban Development (HUD). Administering the CDBG program is complex and requires strict compliance with a host of federal regulations. As such, the City enlisted both professional assistance and hired a full-time Housing Program Analyst to ensure the CDBG program was conducted in a manner to meet HUD standards.

The City entered into a contract #2020-71 in September 2020, with Resource Consultants for \$40,000 to help manage the CDBG program and train and onboard the new Housing Programs Analyst. The \$40,000 is about to be fully expended and the Agreement was to terminate in September 2021.

The contract with Resource Consultants needs to be amended for two primary reasons:

- 1) To account for additional administration of unanticipated federal funding (i.e. CARES / COVID); and
- 2) To continue to leverage their experience with our own staffing capacity.

Discussion:

The responsibilities of Resource Consultants include:

- Assists and trains the Housing Programs Analyst to develop, review, and administer CDBG projects to ensure that all federal, state and local contract and grant requirements are met.
- Assists and trains the Housing Programs Analyst to maintain the HUD required Five-Year Consolidated Plan, and develop the Annual Plan and Consolidated Action Plan.
- Maintains liaison with federal and state agency officials to ensure that the City complies with all grant requirements.
- Conducts monitoring of projects as required by federal law and administrative rules, and prepares or oversees the preparation of the CDBG Grantee Performance Report and other grant and compliance reports.
- Serves as a resource and facilitator for the Housing and Community Development Committee and monthly meetings.

There are two reasons the original \$40,000 contract has been drawn down faster than forecasted:

- In 2020, the CARES Act (Covid-19 economic relief) provided two additional tranches of funds for the City to deploy through their CDBG programs. The funding (CDBG-CV1 and CDBG-CV3) provided an additional \$346,930. These funds were awarded to community partners (Thrive Central Oregon, Senior Center, Latino Community Association, and Shepherd's House) to help respond to the COVID-19 crisis and assist those in need or vulnerable within the City. The administration of these funds required additional work and oversight by Resource Consultants.
- The need to leverage the experience of Resource Consultants with existing staff capacity.

To continue the professional CDBG services of Resource Consultants, the amendments to Contract 2020-71 are:

- 1) Increase the contracts from \$40,000 to \$80,000 for professional services.
- 2) Change the contract end date from September 2021 to December 31, 2022.
- 3) Adjust for new hourly rates.

Fiscal Impact:

The City has budgeted for a Housing Program Analyst position funded by Community Development (General Fund) and CDBG grant funds. Hours tracked directly to the administration of these grants can be funded by the CDBG grants, while other remaining Housing Program Analyst hours are funded by Community Development (General Fund).

In FY2020/21 the CDBG program paid for \$34,456 of the Housing Program Analyst position, \$32,431 for Resource Consultants, and \$11,416 for other direct program administration costs.

	FY20/21 Actual	FY21/22 Available
Housing Program Analyst	\$ 34,456	
Resource Consultants	\$ 32,431	
Other Admin	\$ 11,416	
Total	\$ 78,303	\$ 87,656

In FY2021/22 the City has up to \$87,656 in CDBG Direct Entitlement and CV grant funds available for administration costs. The City plans to use the CDBG grant funding available to pay for this Resource Consultants contract amendment to ensure the CDBG program projects can be completed and administered correctly.

No budget adjustment is necessary for this contract amendment due to overall personnel savings within the Community Development Fund.

Alternative Courses of Action:

1. Approve the amendment to Contract #2020-71.
2. Do not approve the contract amendment.
3. Take no action and request more information.

Recommendation / Suggested Motion:

"I move to authorize the City Manager to sign the amendment to Contract #2020-71 to increase the contact amount by \$80,000 and to extend it to December 31, 2022, for continued professional services to manage the City's CDBG programs."

AMENDMENT #1 TO CITY OF REDMOND CONSULTANT/PROFESSIONAL SERVICES CONTRACT No. 2020-71

Company Name: Resource Consultants

Incorporated Documents – Contract #2020-71 if applicable, any GENERAL and SUPPLEMENTARY CONDITIONS, ADDENDA, SPECIFICATIONS and PLANS, are hereby referred to and by reference made a part of this Amendment as fully and completely as if the same were fully set forth herein and are mutually cooperative therewith.

The following Amendments modify the original contract terms.

Effective Date and Duration. The Agreement is effective September 10, 2020. Except as otherwise provided in section 1.1, this Agreement terminated **December 31, 2022**. Time is of the essence with respect to Consultant's performance under this Agreement.

5. Fee for Services, Exhibit 1

COMPENSATION. Consultant shall be compensated as follows.

- ☐ Substitute compensation document (ex: signed proposal, quote, rate sheet, etc.) attached.

or

- X Maximum compensation under this contract and other relevant compensation and payment terms are as follows:

City agrees to pay Consultant monthly for work performed, not to exceed **\$80,000** using the following hourly rates:

- Elizabeth McNannay - **\$90.00/hr**
- Heather Laird - **\$80.00/hr**
- **Rhiannon Avery - \$75.00/hr**
- Admin Asst. - **\$50.00/hr**

Except as specifically amended herein, all other terms and conditions of City of Redmond Contract No. 2020-71 shall remain unchanged.

Dated this 2nd day of November 2021

Contractor Signature

Keith Witcosky, City Manager
City of Redmond

Printed Name, Title



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STAFF REPORT

DATE: November 2, 2021
TO: City Council
THROUGH: Keith Witcosky, City Manager
John Roberts, Deputy City Manager
FROM: Bill Duerden, Public Works Director
SUBJECT: LED Streetlight Conversion Presentation by Ameresco

Addresses Council Goal:

1.B.vii. - Improve the energy independence of City owned facilities and transportation fleet operations. Develop short and long-term strategies for increasing energy efficiency and utilizing renewable resources.

Report in Brief:

A presentation by Ameresco, an energy services contractor, on a proposed LED streetlight conversion project for the City.

Background:

The non-decorative streetlights in the City are owned and operated by electric utility providers. The City pays the utility providers a flat rate per light that covers operation and maintenance.

The majority of the streetlights belong to Pacific Power of which about 1,100 are non-LED. In January 2021, Pacific Power introduced a new rate for customers who self-fund a LED streetlight conversion project that is about 45% lower than the existing rate.

The City currently pays Pacific Power about \$200,000 per year for streetlights. The preliminary estimate for the annual utility savings resulting from a streetlight conversion project is about \$70,000 per year. Assuming a project cost of about \$550,000, it will take about 8 years for the project to pay for itself with the City benefiting thereafter from the reduced utility rate.

Discussion:

Ameresco is the only energy services company under agreement with Pacific Power to perform a LED conversion project on their streetlights. Ameresco has recently completed a 2,300 streetlight project in Bend and an 8,200 streetlight project for Oregon Department of Transportation.

Ameresco approached the City about the possibility of completing a comprehensive LED conversion project and offered to provide an informational presentation for Council's consideration. Upon completion of the presentation, Staff is requesting general direction from Council on whether or not to continue pursuing a LED conversion project.

Fiscal Impact:

If directed to proceed, next step includes entering into a contract with Ameresco to complete an audit of existing streetlight fixtures for the purpose of developing a scope of work and follow-on contract for the retrofit conversion of the streetlights. Estimated cost for the audit is about \$26,000. This expenditure was not included in the FY 2021/2022 budget but can be absorbed within the Transportation Operations sub-fund through savings in personnel costs. Staff will return to Council for the approval of the follow-on conversion contract.

Alternative Courses of Action:

1. Provide staff direction to proceed with pursuing a LED streetlight conversion project.
2. Request additional information.
3. Do not approve proceeding with a LED streetlight conversion project.

Recommendation / Suggested Motion:

No motion required.

General direction requested to proceed with pursuing a LED streetlight conversion project.

Funding Improvement with Savings

City Council Meeting – November 2, 2021



[ameresco.com](https://www.ameresco.com)

Northwest Experience

Municipal Customers: 40+

Total implemented: 61 project phases

Total contracts value: \$129 million

Example Projects:

Oregon Dept of Trans. - \$23 mil. (8,200+ lights, largest on West Coast)

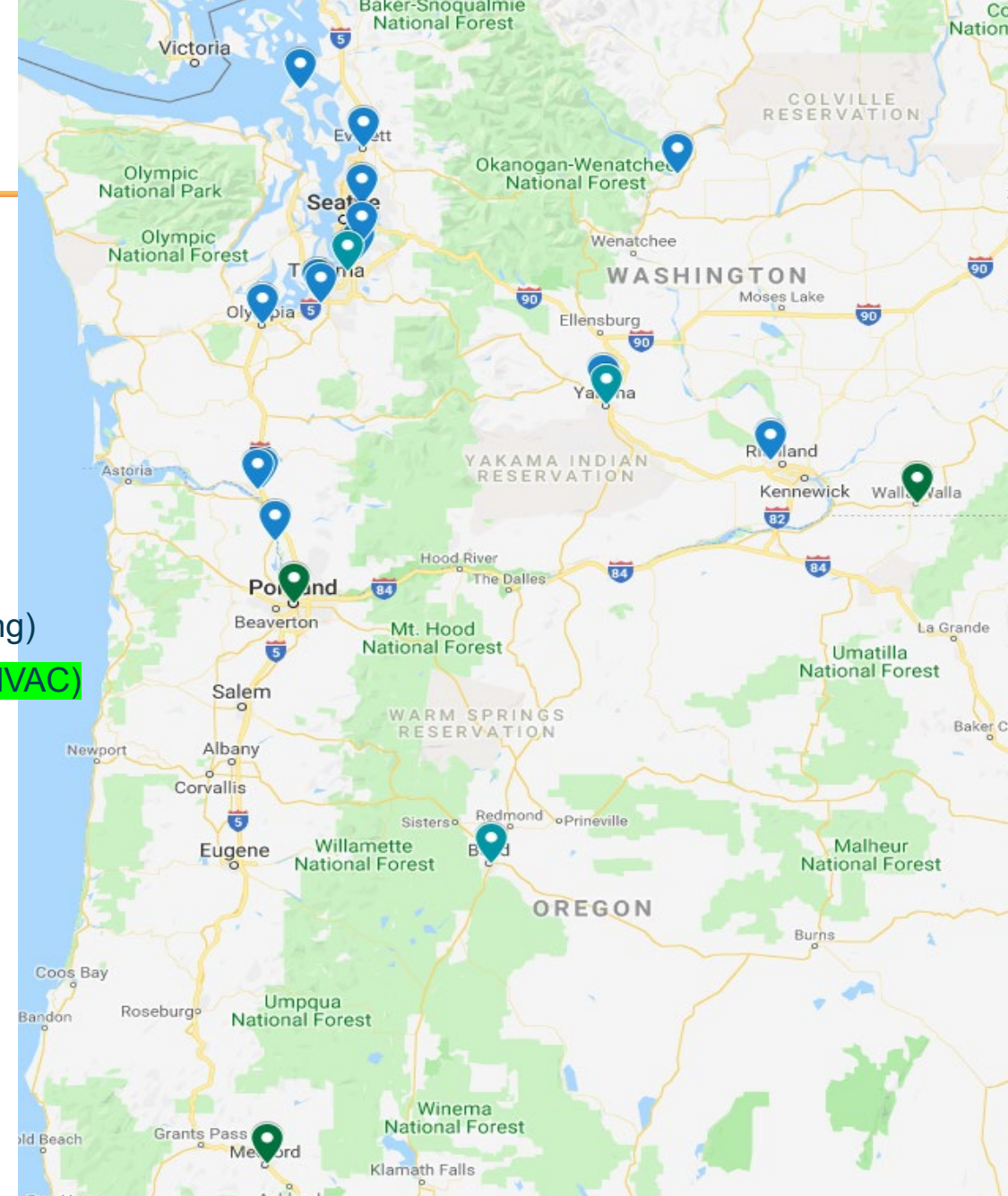
City of Bend – \$3.7 million (HVAC, Streetlights, Solar PV)

City of Troutdale – \$2.1 million (WWTP upgrades, Facilities HVAC, Lighting)

City of Redmond – \$2.3 million (Facilities, Parks&Rec, Solar PV, Airport HVAC)

PNW State and Municipal Clients:

- Grays Harbor County
- Island County, WA
- Kittitas County, WA
- Multnomah County, OR
- Okanagon County, WA
- Spokane County, WA
- City of Bend
- City of Coos Bay
- City of Everett
- City of Edmonds
- City of Federal Way
- City of Kelso
- City of Kent
- City of Kirkland
- City of Lakewood
- City of Longview
- City of Medford
- City of Oak Harbor
- City of Olympia
- City of Renton
- City of Selah
- City of St. Helens
- City of Troutdale
- City of West Richland
- City of Yakima
- Oregon Dept. of Transportation
- Washington State Dept. of Transportation (WSDOT)



Northwest Experience

Municipal C
Total implemented
Total contracts

Example Projects:

Oregon Dept of Trans. - \$23

City of Bend – \$3.7 million (

City of Troutdale – \$2.1 milli

City of Redmond – \$2.3 milli

PNW State and Municipal Cl

- Grays Harbor County
- Island County, WA
- Kittitas County, WA
- Multnomah County, OR
- Okanagon County, WA
- Spokane County, WA
- City of Bend
- City of Coos Bay
- City of Everett

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- City of Olympia

or Transportation
(WSDOT)

2015 – Press Release *City of Redmond Partners with Ameresco for Comprehensive ESPC*

City-wide energy efficiency project to address efficiency measures and infrastructure upgrades in 11 municipal buildings was enabled through a budget-neutral repayment process.

Projects include comprehensive lighting upgrades, controls upgrades, and the installation of two 10 kW solar photovoltaic systems at Roberts Field.

- *Over \$100,000 in Utility Savings per Year*
- *Reduction of more than 1.2 million pounds of CO2 per year = eliminating 186 cars from the road annually*

Streetlight Conversion Experience



- Unmatched Local Experience
 - 25+ clients in Oregon & Washington have selected Ameresco for streetlights including ODOT and WSDOT.
- Turnkey service by Ameresco
 - Technical and financial risk mitigation for the City
- Advantaged (lower) Pricing
 - Manufacturing & Installation partners for fixtures, labor and controls
- Public Outreach Experience
 - Relying on multitude of similar project experience to address public concerns and other contingencies along the way with defensible data and successful outcomes of similar public engagement

Unique Agreement with Pacific Power

Ameresco has a unique agreement with Pacific Power as the only qualified energy services company in Oregon to provide comprehensive LED streetlight conversion services to Cities in their service area.

“Based on the success of our Bend conversion program, the PacifiCorp Street Light Operations and Policy Department considers Ameresco to be a very attractive option for future street light conversion programs.”

- Kelly Weight quote from PacifiCorp Letter of Testimonial to Ameresco Partnership

Kelly Weight

PacifiCorp | Manager - Street Light Operations & Policy

North Temple Office Suite 110

801.220.4016 (o)

Pacific Power | Rocky Mountain Power



Single Source of Accountability

City of Redmond

AMERESCO
Green • Clean • Sustainable

Design &
Permitting



Financing &
Incentives



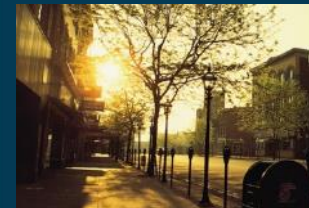
Construction &
Implementation



Subcontractors &
Subconsultants



Communication &
Public Outreach



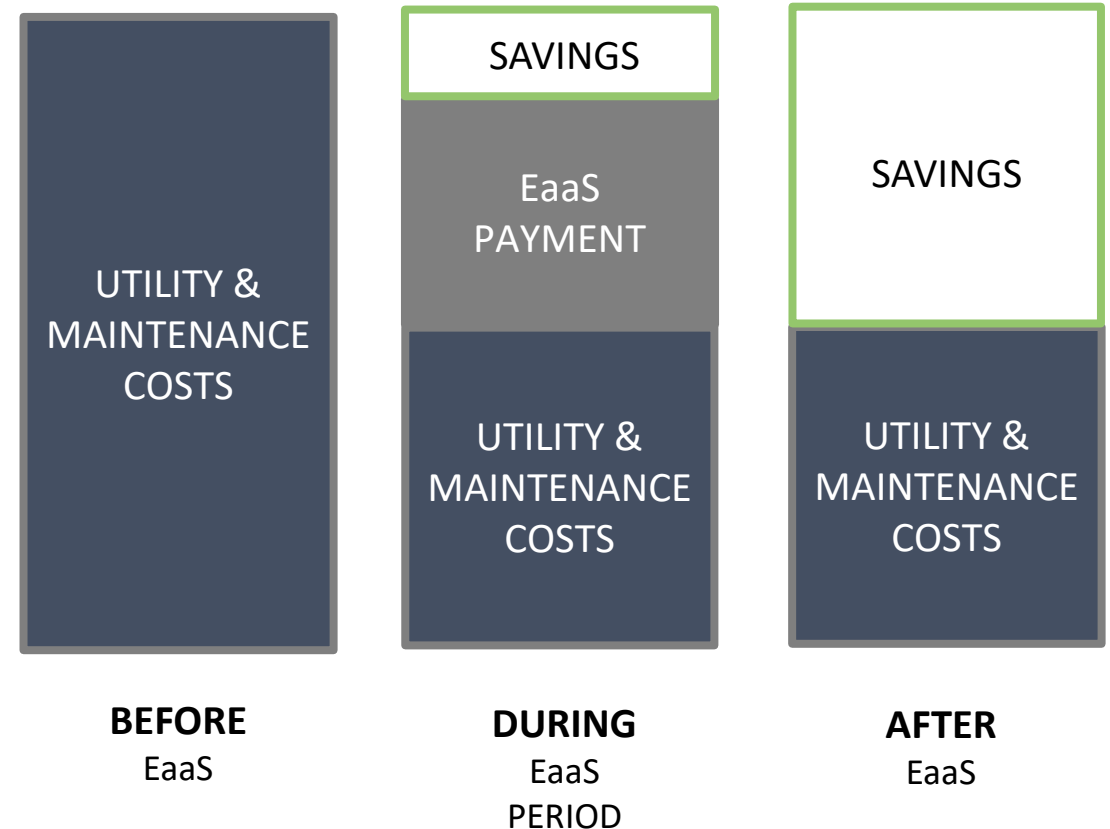
Commissioning
Services



Savings Fund Improvements



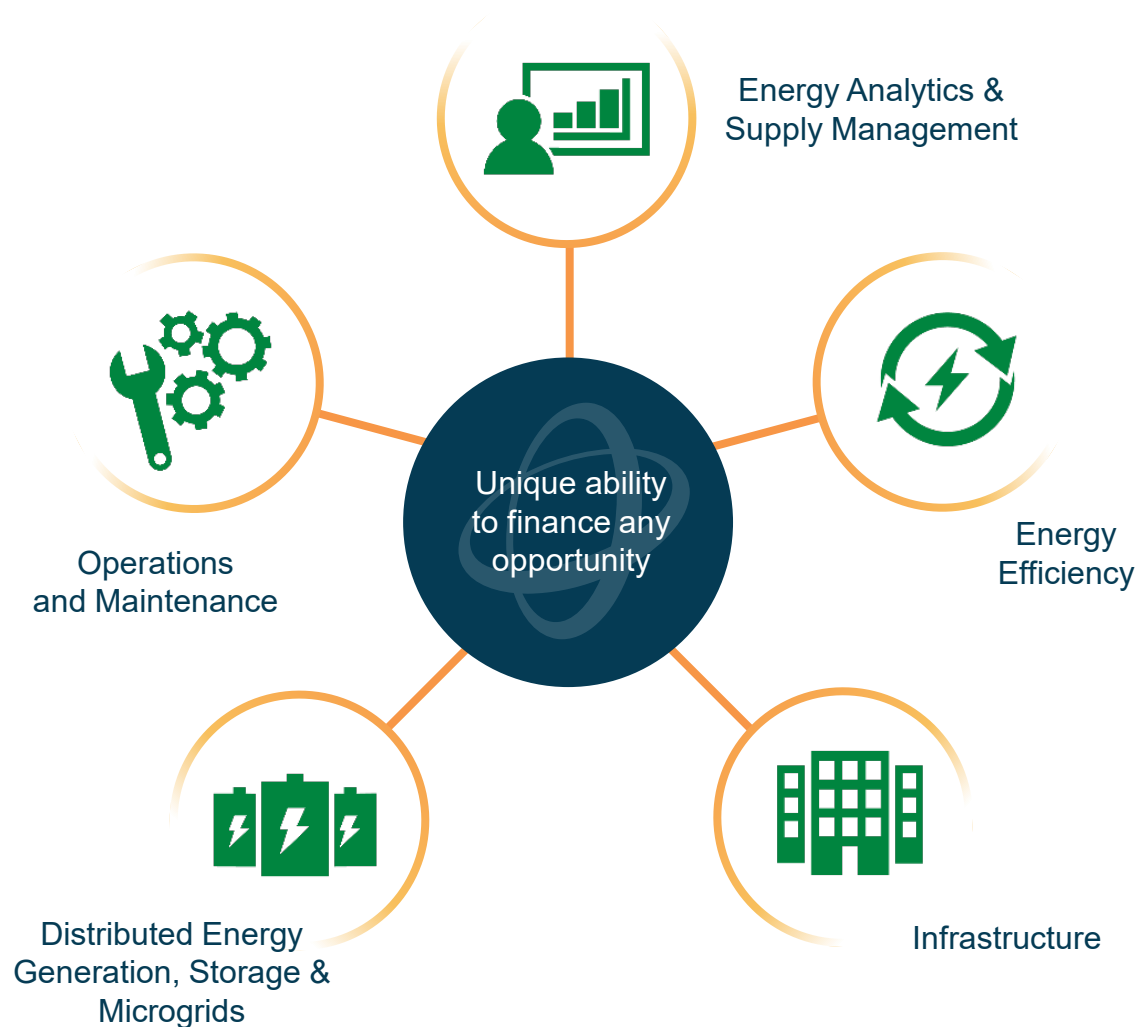
Number of non-LED PPL streetlights remaining	1,101
Projected 2021 annual utility costs for PPL streetlights	~\$202,000*
Estimated Annual Utility Savings (w/LED)	~\$70,000**
Estimated Incentives	~\$6,500
Estimated Service Period	~8 years



* Adjusting for PPL rate change in 2021.

** Does not include reduction due to PPL rate change. Could be used for additional cashflow.

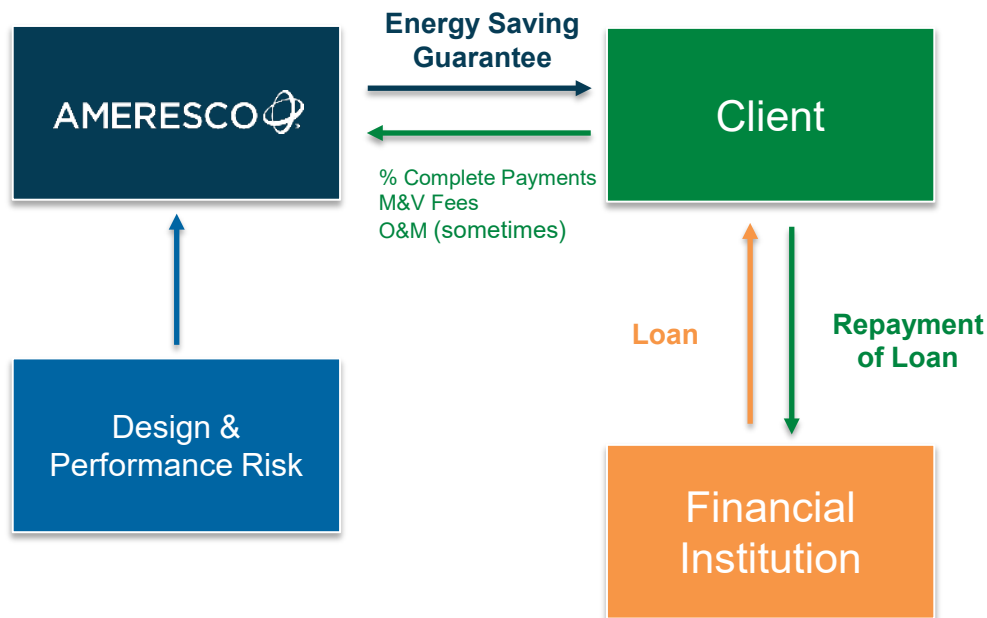
Ameresco's Approach to EaaS



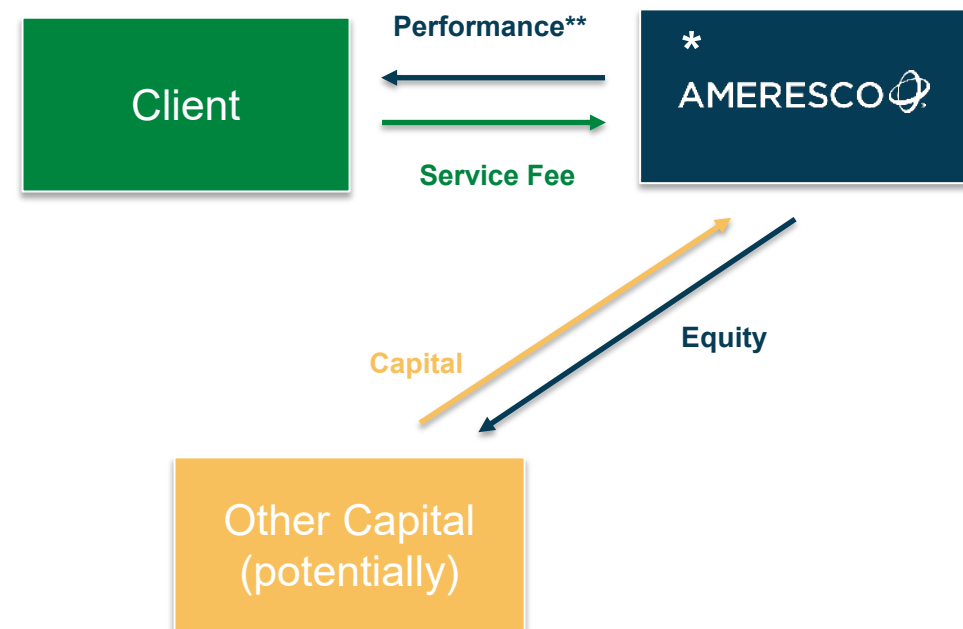
- Comprehensive approach to addressing customers' energy needs – starting with **energy analytics** that create a roadmap for reducing cost and self-funding improvements
- Implement **energy efficiency**, demand management, and **infrastructure improvement** measures to reduce energy consumption / load
- As a leader in advanced technology, optimize the plan with **distributed energy generation, storage and microgrid** – incorporating renewable energy solutions – and **energy supply management**
- Deliver **operations and maintenance** services while leveraging ongoing **analytics**
- All solutions delivered with an **innovative financing** model without capital in an **off-balance sheet** or off-credit vehicle

Comparing EaaS Structure/Model

Typical Performance Contract



Typical Energy as a Service



* For purposes of the diagram, Ameresco may be replaced with a special purpose company or Ameresco's capital partner.

** There may not be an explicit "guarantee" in an EaaS. However, payment is directly linked to performance as agreed in the EaaS contract. This may include energy or operating cost savings but that is not a requirement. Performance could be based on other KPIs such as: (a) Maintaining Standards of Comfort, (b) Availability and uptime of equipment, (c) Reduction in EUI/Carbon Footprint, (d) Achieving target FCI, (e) Standard of Service

What are your options?

Do Nothing

- Maintains your current streetlight conditions and costs per PPL schedule 51

Do It Yourself

- City responsible for:
 - Raising the capital
 - Managing construction
 - Contractors
 - Product selection
 - Applying for grants/incentive programs

Partner with Ameresco

- An extension of your team with turnkey finances and project guarantees
- No capital required
- Guaranteed utility savings pays for service fee

Next Steps

- Select Ameresco (Direct procurement options or RFQ)
 - Based on City policy & Ameresco's unique agreement with PPL
- Audit & Development Contract
 - Other pain-points?
 - (Controls, Smart Technology, Facilities HVAC, Solar PV, WWTP efficiencies, etc.)
- Implementation
- Questions?

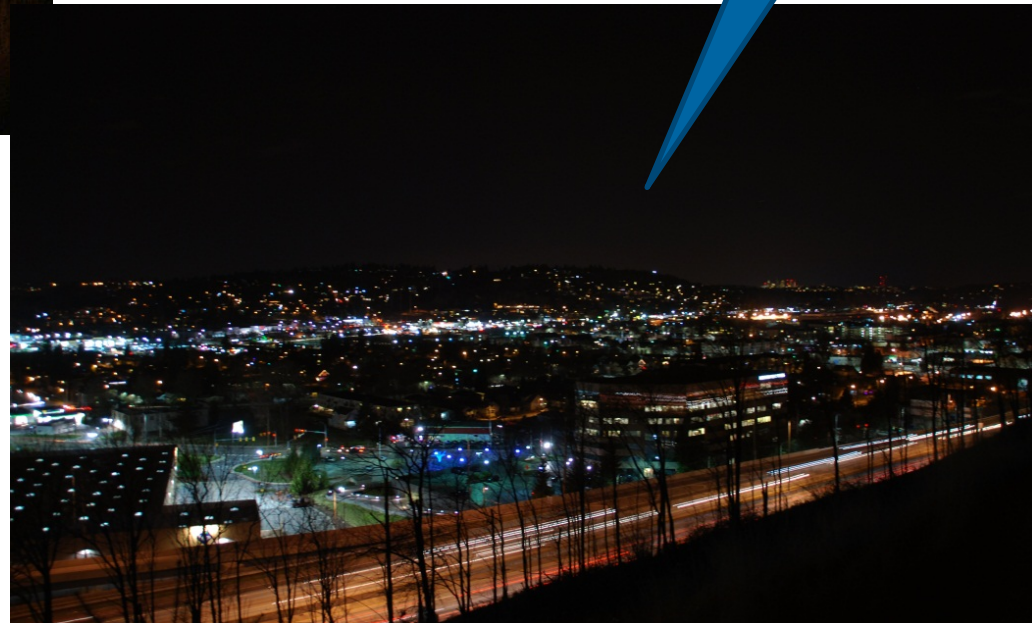
City of Renton – Before and After



Before LED
Replacement
Project

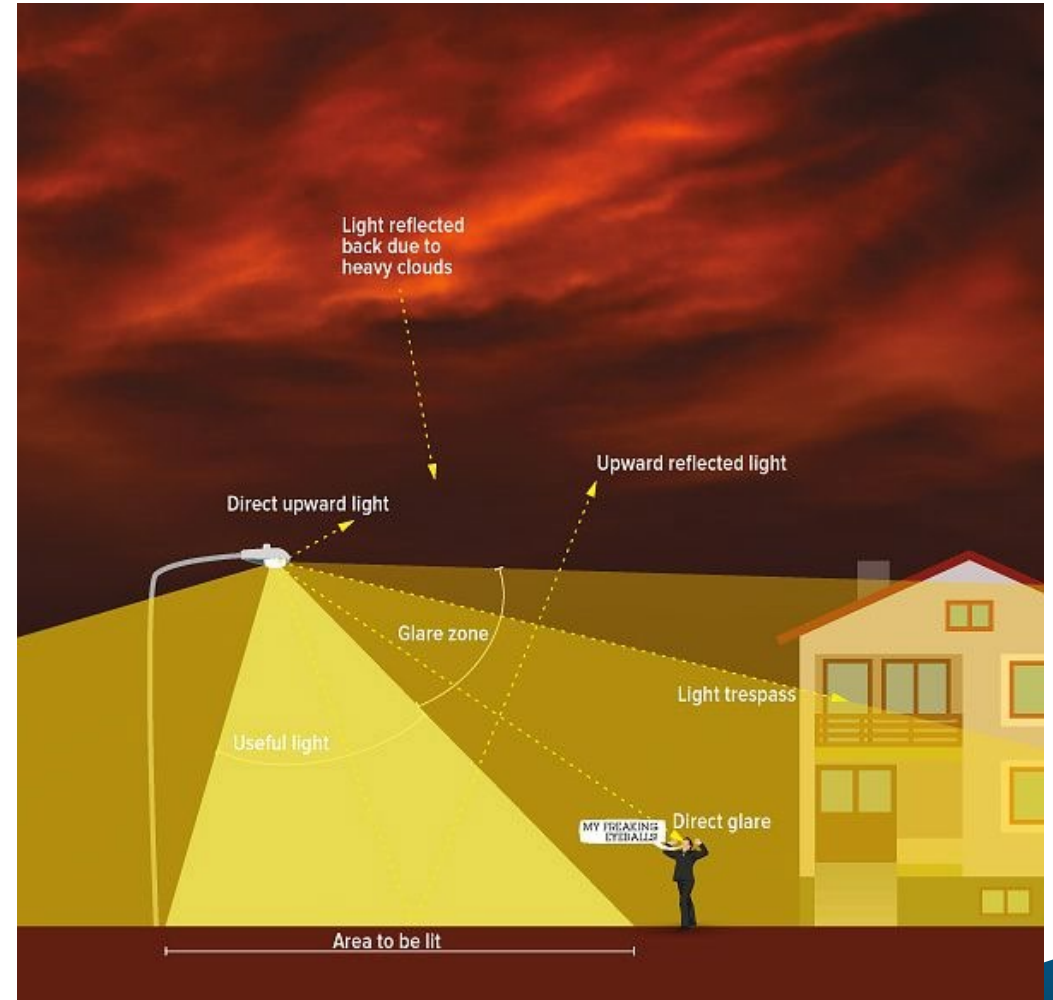
Note sky
glow
reduction

After LED
Replacement
Project



Improperly Shielded Streetlight Example

- An improperly shielded streetlight fixture shows the following:
 - Useful light area
 - Glare zone
 - Light trespass
 - Direct upward light
 - Upward reflected light
- Ameresco's design and installation will ensure proper shielding and significant minimization of these factors



Thank you.

Joe Mankiewicz
Account Executive

jmankiewicz@ameresco.com
503-290-1293 (office)
443-223-6251 (mobile)

Ameresco – Pacific Northwest
9700 SW Capitol Hwy, Suite 110
Portland, OR 97219



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STAFF REPORT

DATE: November 2, 2021
TO: City Council
THROUGH:
FROM: Keith Witcosky, City Manager
SUBJECT: Central Oregon Intergovernmental Council Update #1: Housing and Transit

Addresses Council Goal:

7.COMPREHENSIVE PLANNING

D. Identify housing objectives, policies, and implementation strategies to diversify the range of housing choices.

E. Pursue opportunities and work with Cascades East Transit to develop and promote public transit.

8. REGIONAL COOPERATION:

B. Maintain Redmond's positive working relationship with regional, national and statewide entities and governments.

Report in Brief:

The purpose of this item is for Central Oregon Intergovernmental Governmental Council (COIC) Executive Director, Tammy Baney to provide an update on transit, housing and general COIC activities. Specifically, she will be presenting the concept of a Regional Housing Council (RHC) that is being created by COIC and requesting City Council appoint a member to serve on that body.

Background:

In 1972, COIC was designated a Council of Governments organized under ORS 190. COIC provide services to the counties of Crook, Deschutes and Jefferson, the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters, as well as the Confederated Tribes of Warm Springs.

COIC's scope of work includes: Employment and training, alternative high school education, business loans, transportation, and community and economic development.

COIC also takes on the role of being the convener of regional policy issues in areas such as housing.

The majority of the COIC Board is comprised of elected officials appointed by each of these member governments.

Discussion:

Fiscal Impact:

This is an informational item only.

Alternative Courses of Action:

NA

Recommendation / Suggested Motion:



CENTRAL OREGON INTERGOVERNMENTAL COUNCIL

Redmond City Council- November 2, 2021

COIC at a Glance

BRIEF OVERVIEW

COIC supports the region as a trusted leader and partner, helping communities identify and address their unique and common needs through collaboration, shared service delivery, capacity building, technical assistance, information sharing, and resource development.

Mission Statement



BUILDING OUR FUTURE: Regional Prosperity in Central Oregon

COIC

REGIONAL TRANSPORTATION



WORKFORCE TRAINING



AFFORDABLE HOUSING



COMMUNITY & ECONOMIC
DEVELOPMENT



YOUTH EDUCATION &
WORK PROGRAMS



EMERGENCY PREPAREDNESS



RURAL COMMUNITY
BUILDING



SMALL BUSINESS LOANS



NATURAL RESOURCES &
ENVIRONMENT



REGIONAL PLANNING
& COORDINATION



LOCAL FOOD SYSTEMS



5 Core Service Areas

Adult Employment & Training/WorkSource

Youth Employment & Training/Compass

Youth Education

Community & Economic Development and Loans

Transportation/Cascades East Transit

Adult Employment & Training

Communities: Bend, Redmond, Madras, Prineville, La Pine

Primary Mission; To help Oregonians find jobs or prepare for better jobs

Service Delivery: WorkSource Centers, the state's public workforce system.
East Cascade Works- Workforce Investment Board.

Activities

- Skill enhancement and training
- Interview coaching, resume building
- Job search assistance
- On-the-job training



Youth Employment Education & Training

Primary Mission

To serve at-risk youth ages 16-24 through alternative education services, paid work experience, training, mentoring, job placement and post-secondary services

Service Delivery

Alternative Education Schools/Programs located in La Pine, Bend, Redmond, Prineville and the Deschutes County Juvenile Justice Center (DCJCJ) facility. 2019, new partnership with the Oregon Youth Challenge Program.

Activities

Provide credit recovery, HS diploma and GED services to youth who have struggled in a traditional school environment.

Provide work experience through a year-round crew model and individual placements in both private and public sector businesses.

Education Outcomes

397 students referred for educational services; 115 GED's/103 Diplomas



Community & Economic Development

CED provides three core functions/roles for COIC and the local governments of Central Oregon:

Regional Coordination and Collaboration

Regional needs identification

Regional collaborative processes to address difficult problems affecting multiple organizations

Helping develop or strengthen regional organizations to better meet needs.

Regional policy issues

Regional Planning

Meeting state or federal requirements to identify needs and access funding

Ad hoc regional planning processes identified as useful by the COIC Board or partner organizations

Project Development and Technical Assistance

Working with community partners and citizens to identify priority projects and get them funded

Assisting local governments in meeting state or federal requirements

Project management
Completing local plans

Community & Economic Development: Loans/Grants

Program	Eligible Areas	Key Features	Amount	Loan Approval
COIC Economic Development Administration (EDA) Revolving Loan Fund	Small businesses in these counties: Deschutes, Cook, Jefferson, Klamath, Lake, Harney	Can be used to purchase or construct a building, purchase equipment, or for working capital or debt refinance in some cases. May be used alone or in conjunction with a bank loan	\$250,000 maximum loan	COIC Board of Directors make final decision
COIC USDA Intermediary Relending Program (IRP) Revolving Loan Program	Small businesses in these Counties: Deschutes, Crook, Jefferson, Klamath, Harney, Malheur, Hood River, Sherman, Wasco, Lane, Douglas, Coos, Curry, Josephine, Jackson, City must be under 50,000 people	This is a program that emphasizes rural areas. Any business purpose is eligible. May be used alone or in conjunction with a bank loan	\$250,000 maximum loan	COIC Board of Directors make final decision
Jefferson County Revolving Loan Fund	Small businesses in Jefferson County	Any business purpose is eligible. May be used alone or in conjunction with a bank loan.	Jefferson County Commission determines loan limit case by case	Jefferson County Commission makes loan decision

174 loans in the CO region, totaling more than \$18 million. Supported projects totaling more than \$45 million.

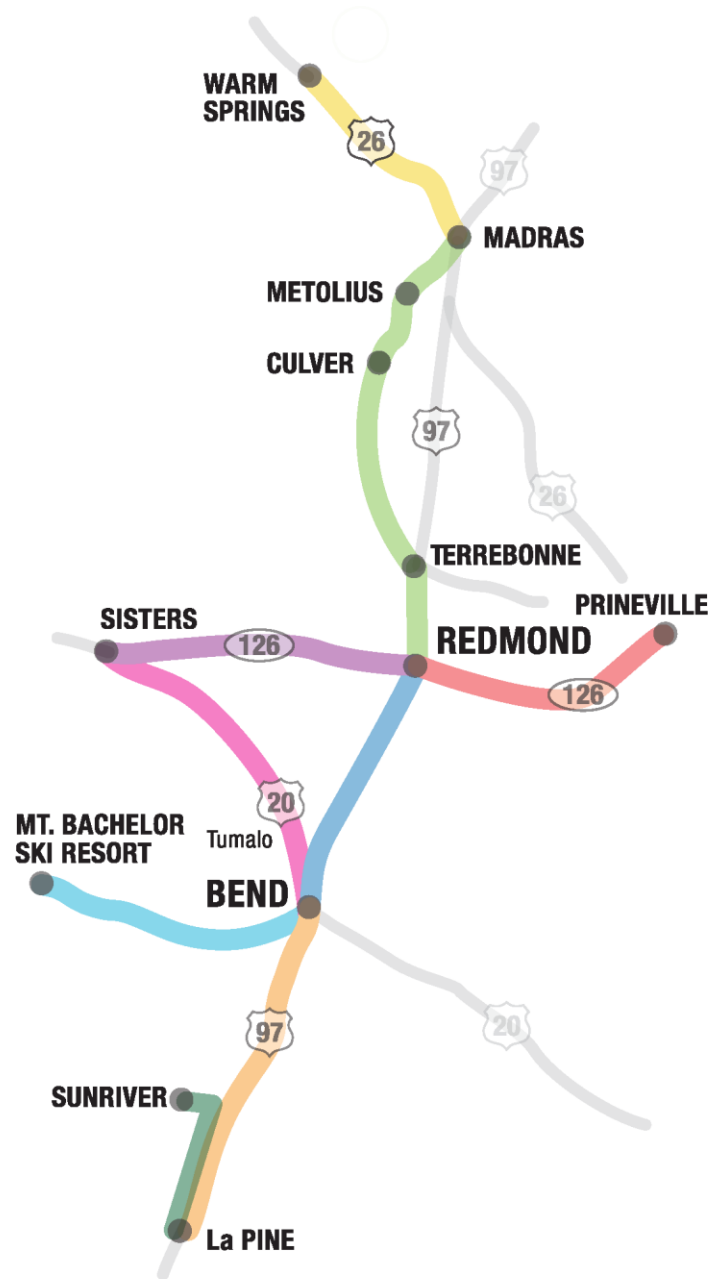
Supported the creation or retention of approximately 1,200 jobs.

COVID Funds: Supported regional cities/counties to distribute nearly \$7M to over 950 small businesses

Transportation

CET Bus Services

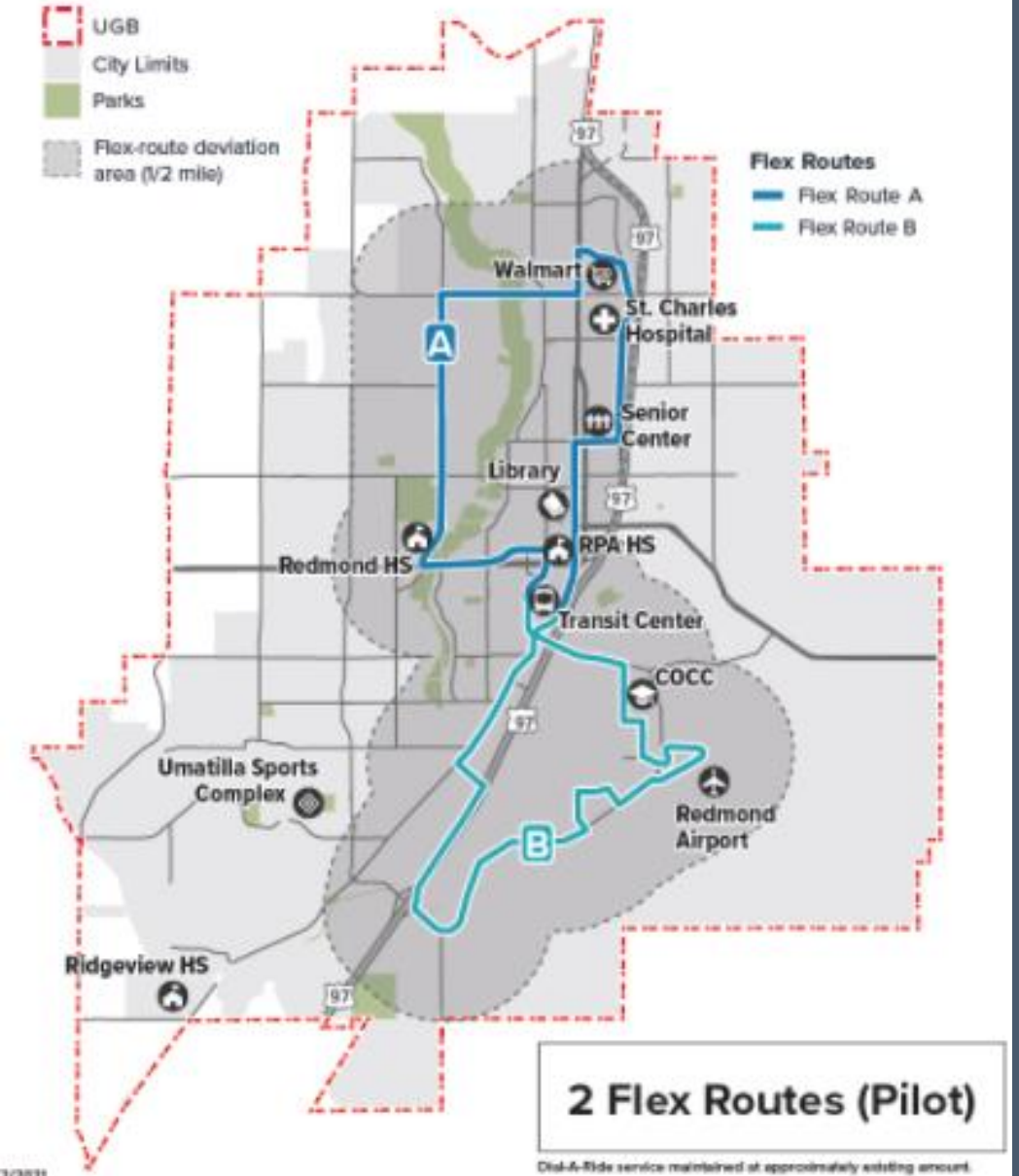
- Call & Dispatch Center for regional transit services operated from our Antler facility in Redmond
- Fixed-routes within Bend (Redmond 2022)
- Community Connector Service throughout all of Central Oregon
- Recreational Shuttles; Mt. Bachelor, Ride the River, Lava Butte (Smith Rock, discussions ongoing)
- Rural Dial-a-Ride Service open to the general public
- Bend Dial-a-Ride service for qualifying persons only
- Emergency support; wildfire evacuees, shuttles to support unhoused community members





1

Existing Dial-a-Ride + 2 Deviated/Flex Routes



Region-Wide Projects

Region-Wide Projects:

- COVID-19 Economic Recovery Plan
- Small Business Support Grants
- CORE3 (formerly Regional Emergency Services Training and Coordination Center)
- Deschutes Basin Water Collaborative – building a Comprehensive Plan for the Upper Deschutes Basin
- Central Oregon Broadband Needs Assessment and Action Plan
- In discussions to support the Homeless Leadership Coalition to build capacity

Regional Housing Council

Regional Housing Council (RHC) pilot, with the following goals:

- Provide a space for decision-makers (elected officials and administrators) to discuss local and regional housing issues, and share best practices.
- When appropriate, create a regional "one voice" on housing programs and policies with the state.
- Work together to identify and fill gaps regarding housing and homelessness programs and systems.
- COIC already convenes a group of local service providers, developers, etc. as "Housing for All" - this group will serve as a stakeholder advisory committee to the RHC.
- The RHC membership will identify any additional goals that they want to take on.

Regional Housing Council

COIC is working with the state - Oregon Housing and Community Services and the Department of Land Conservation and Development - to designate the RHC as a pilot and to provide means for engagement with the state. Early discussions have been very positive.

What it is NOT:

- a compulsory or regulatory body

Request:

- Designate member and staff to meet with COIC staff to discuss the RHC concept further.
- Designate an elected official to serve on the RHC. We anticipate quarterly meetings, unless the RHC desires to meet more frequently.

Thank you!

Tammy Baney, Executive Director

We are here to serve your community; contact us at
www.coic.org
tbaney@coic.org (541) 419-2233





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STAFF REPORT

DATE: November 2, 2021
TO: City Council
THROUGH:
FROM: Keith Witcosky, City Manager
SUBJECT: Central Oregon Intergovernmental Council Update #2: Central Oregon Regional Training Complex

Addresses Council Goal:

7. COMPREHENSIVE PLANNING

C. Work with partners on Emergency Management and Preparedness.

Report in Brief:

The purpose of this item is for Central Oregon Intergovernmental Council project staff to provide an overview of the regional training center project, and outline upcoming next steps including a Memorandum of Understanding (MOU) that the City will be asked to enter into with all the other project partners.

Background:

For the last five years, partners from around the region have explored the need for large-scale emergency services campus in Central Oregon. The initiative is being led by the Central Oregon Intergovernmental Council (COIC) and includes numerous stakeholders including the City of Redmond, the City of Bend, Deschutes County Sheriff's Office, Redmond Fire and Rescue and many other jurisdictions.

The mission of the initiative is to support and deliver the highest caliber training and emergency management coordination in a manner that is collaborative, supportive, and focused on enhanced public safety, risk mitigation, and building resilient communities.

At this time, COIC is working towards developing a Memorandum of Understanding that would be signed by the City of Redmond and others. The MOU would incorporate the following agreed upon principals:

- There is a critical need for a dedicated, centrally-located, regional multi-agency coordination center to coordinate local, state and regional emergency operations.
- Central Oregon, and the Redmond community and Redmond airport, will serve a critical function in statewide emergency response and recovery from a catastrophic disaster such as the Cascadia Subduction Zone event.
- Central Oregon would benefit greatly by a facility to meet existing and future training needs of local, state, federal and non-profit public safety and emergency management personnel.
- Opportunities to increase the quality and efficiency of training and coordination are important to meet current and future emergency management and public safety needs of our communities."

A significant amount of work will be required to advance this project. Among the components if securing needed land-use entitlements prior to proceeding with design, engineering and construction.

COIC has estimated the following land-use expenses:

- \$200,000 – land use planning consultant contract to develop a Master Plan, request annexation into the City of Redmond and amend the UGB, modify the Eastside Framework Plan and Urban Area Reserve, Plan Amendment and Zone Changes to allow the RESTCC as an outright use in the Public Facilities zone, and the site plan approval process

- \$57,300 – COIC costs to manage Project Management Team meetings, Steering Team meetings, Political Leadership Team meetings, procure and manage the consultant contract, and meet with key stakeholders (e.g. COCO, federal delegation, etc.)
- \$5,000 – for a branding/design firm to create a name, logo, and simple brochure for the RESTCC.
- \$78,000 – City of Redmond land use review and permit fees

Together, the above costs total approximately \$340,000 and all activities are anticipated to span an 18- month period.

Discussion:

Fiscal Impact:

The City recently committed around \$12,000 in partnership with other stakeholders (who in total committed around \$181,000) to pay for some of the land use work to date.

Alternative Courses of Action:

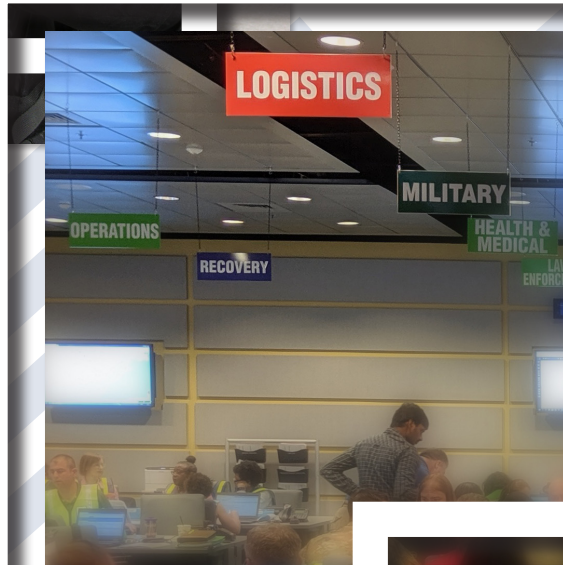
Direct staff to enter into the MOU with COIC on this project

Recommendation / Suggested Motion:

No formal motion needed.

STRATEGIC BUSINESS PLAN

for
Central Oregon Regional
Emergency Services Training
and Coordination Center



Prepared by:



Partnership with:



STRATEGIC BUSINESS PLAN

for
Central Oregon Regional
Emergency Services Training
and Coordination Center
(RESTCC)

September 2020

Prepared by:  Interact
Business
Group

Partnership with:  Morrison
Maierle
engineers • surveyors • planners • scientists

 RDg...
PLANNING • DESIGN

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EXECUTIVE SUMMARY

In May 2019, the Central Oregon Intergovernmental Council (COIC) engaged Morrison-Maierle of Bozeman, MT to provide planning and conceptual design services for a proposed multi-stakeholder regional emergency services incident command and training center facility envisioned to meet the training and emergency coordination needs of public safety and first responder personnel working in the region. Morrison-Maierle teamed with the Interact Business Group (IBG) of Valley Center, CA and RDG Planning & Design of Omaha, NE to complete the comprehensive scope of work identified for this project. The proposed facility has been tentatively named the **“Central Oregon Regional Emergency Services Training and Coordination Center (RESTCC).”**

Central Oregon has insufficient facilities to meet existing, mandatory training needs of local, state, and federal public safety personnel. In a rapidly growing region, the need for trained public safety and emergency services professionals is increasing.

Furthermore, the region lacks a dedicated, multi-agency coordination center for emergency operations, nor does it have an adequate backup 911-center with redundant emergency dispatch capabilities.

In the event of a major natural disaster such as a Cascadia Subduction Zone event, Redmond and the Redmond Airport have been envisioned as a primary staging ground for statewide rescue and recovery operations. Another potential opportunity would be for the RESTCC to play a role for continuity of state government functions in the first weeks and months after a catastrophic event.

This plan will build off the Central Oregon Emergency Services Center Viability Assessment, prepared by the University of Oregon Community Service Center. The purpose of the Viability Assessment was to provide “a preliminary assessment on the viability of a conceptual regional emergency services training and coordination center in Central Oregon.”

The primary task of this report is to develop a Training Center Strategic Business Plan that may be used by key leaders to make informed and competent decisions for the safety and well-being of the region’s first responder personnel, its citizens, and property in the communities. This Strategic Business Plan will provide in-depth answers to the following questions:

- Who will use the training center?
- What training will be provided at the center?
- What will it cost to build the center?
- What will it cost to annually operate the center?
- What are the preliminary site plans and equipment training prop requirements?
- What available land options are available for the training center site?
- What are the benefits of the training center?

This report includes a comprehensive needs assessment of the training population size (number of students) and the training hours required by the participating agencies at current training levels, as well as anticipated future levels. RESTCC Steering Team members were made available to IBG+RDG and provided guidance for this report. These interviews were conducted in person and via telephone conference call.

This study has analyzed each participating agency’s training class needs and identified a total of over 75,000 annual training contact hours. It is important to note that the hours identified by the Steering Team only include training that they anticipate conducting at the proposed training center.

That training can include traditional classroom courses, hands-on skills training, or a combination of both (for example, classroom discussion followed by a field component). The hours do NOT represent ALL hours of training completed by the participating agencies. Each of them – to one degree or another – conducts additional training at their own individual locations:

CLASS HOURS BY PARTNER, BY DEPARTMENT	
Departments	Student Contact Class Hours Per Year
Bend Fire Department	16,160
Bend Police Department	7,928
COCC (Note Below)	0
Deschutes County SO	33,440
Jefferson Co. SO	2,080
Redmond Fire & Rescue	9,720
Redmond Police	6,624
TOTAL	75,952
Note- COCC will only use the training center for its hand-on training, not classroom training. Therefore this table is listing their hours as 0. See Table # 16 for their training prop hours at the center.	

RESTCC Steering Team members were asked to assign a training category to each training class based on its level of training presentation. The following table includes a description of each category and the number of training hours by category:

TRAINING HOURS BY CATEGORY		
	Total	% of Total
Category 1— Training required by law (federal, state) or agency policy. Also, training required to safely operate equipment that is needed to carry out a person's job assignment. This required training is being carried out but often at a minimum level due to the lack of facilities. Training in this category is not being performed to the satisfaction of the agencies' expectations.	52,612	69%
Category 2—Desired training. Training the agencies would like to perform, but due to lack of facilities, is not being carried out. This training includes employee basic work skills.	9,000	13%
Category 3—Training required by law and a person's job assignment (same as above). This required training is being carried out to a satisfactory level of competence.	12,780	17%
Category 4—Career development skills training, training to advance the career growth of an employee. Training in this category is not being performed to the satisfaction of the department's expectations.	900	1%
NOTE: COCC classes are not included in the Category Table		0
Total Hours	75,952	100%

The Steering Team has identified a potential 95 acre site known as the "Old Public Range" in Redmond.

Site Master Plan

Central Oregon Public Safety Training Center



**Morrison
Maierle**
engineers • surveyors • planners • scientists



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Morrison-Maierle, with assistance from IBG and RDG, developed a construction cost estimate. The estimate below reflects a project phased approach with the elements of a training center that would meet the current and future training needs of the participating agencies.

- Phase 1A - \$9,461,482
 - Class A (2 Story) Burn Pad (8" Concrete), 25 Yard Tactical Baffled Range and Support Building
- Phase 1B – \$5,131,891
 - Class B Burn Building (4 story), Pump House and Recycling Pond
- Phase 2 – \$1,368,332
 - Add 50 yard fixed point range behind 25 yard tactical
- Phase 3 – \$7,090,265
 - Add 400'x400' Skills Pad (8" concrete) & EVOC course (8" Concrete)
- Phase 4 – \$23,430,961
 - Add Class Admin Building, 8" Concrete Drive from highway to Burn Pad, 5" concrete POV parking
- Phase 5 –\$17,626,505
 - ARFF – Aircraft Fire Trainer
- Phase 6 – \$34,925,969
 - Remainder to Buildout

INTRODUCTION

BACKGROUND & PURPOSE

In May 2019, the Central Oregon Intergovernmental Council (COIC) engaged Morrison-Maierle of Helena, MT to provide planning and conceptual design services for a proposed multi-stakeholder regional emergency services incident command and training center facility envisioned to meet the training and emergency coordination needs of public safety and first responder personnel working in the region. Morrison-Maierle teamed with the Interact Business Group (IBG) of Valley Center, CA and RDG Planning & Design of Omaha, NE to complete the comprehensive scope of work identified for this project. The proposed facility has been tentatively named the **“Central Oregon Regional Emergency Services Training and Coordination Center (RESTCC).”**

Central Oregon has insufficient facilities to meet existing, mandatory training needs of local, state, and federal public safety personnel. In a rapidly growing region, the need for trained public safety and emergency services professionals is increasing.

Furthermore, the region lacks a dedicated, multi-agency coordination center for emergency operations, nor does it have an adequate backup 911-center with redundant emergency dispatch capabilities.

Finally, the RESTCC could, at some point in the future, serve as a facility to house Central Oregon Community College’s wildland and structural fire, EMS, criminal justice, and other related programs.

In the event of a major natural disaster such as a Cascadia Subduction Zone event, Redmond and the Redmond Airport have been envisioned as a primary staging ground for statewide rescue and recovery operations. Another potential opportunity would be for the RESTCC to play a role for continuity of state government functions in the first weeks and months after a catastrophic event.

Due to the nature of the proposed RESTCC, the geographic areas that may benefit from this project can vary considerably. For some functions, e.g. a region-scale event/disaster, the scale is the Central Oregon region. For other functions, such as training programs, the region may be Central and Eastern Oregon, or other locations from which training customers would originate. For others, e.g. rescue and recovery operations for a major statewide disaster such as a Cascadia Subduction Zone event, the region is the entire state and potentially other affected states.

This plan will build off the Central Oregon Emergency Services Center Viability Assessment, prepared by the University of Oregon Community Service Center. The purpose of the Viability Assessment was to provide “a preliminary assessment on the viability of a conceptual regional emergency services training and coordination center in Central Oregon.”

IBG will develop a comprehensive Strategic Business Plan (SBP), which is an important tool that can help key leaders make informed and knowledgeable decisions for the safety and well-being of first responders, the citizens, and property in their communities. This SBP evaluates options and recommends the best and most practical course of action for providing required training and coordination activities for member agencies of the Central Oregon RESTCC Steering Team and COIC. The strategic business planning process will provide in-depth answers to the following questions:

- Who will use the training center?
- What training will be provided at the center?
- What will it cost to build the center?
- What will it cost to annually operate the center?
- What are the preliminary site plans and equipment training prop requirements?
- What are the true land needs and what land options are available for the training center site?
- What is the most viable partnership and governance plan?
- How will the center operate and be managed on a daily basis?
- What is the potential revenue from outside users?
- What is the cost benefit of the training center?
- What funding options are available?

SCOPE

The COIC engaged Morrison-Maierle to investigate the opportunity and feasibility of constructing and operating a multi-stakeholder regional emergency services incident command and training center facility to help meet the training and emergency

coordination needs of the region's numerous public safety agencies. The RESTCC Steering Team and COIC determined that the study will include the following six (6) core scope items:

1. Phased Operations/Program Plan
2. Estimated Phased Capital and Operating Budgets
3. Conceptual Site Plan
4. Elevation Drawing and Floor Plans (future phase of the project)
5. Proposed Revenue package
6. Final Plan Document

To accomplish the business plan objectives, the report has been organized to include the following chapters and sections:

- Training Needs Assessment – This chapter includes several sections, including:
 - A detailed needs assessment of training population size (number of students) and the training hours required by the region's key public safety agencies at current training levels as well as anticipated future levels. IBG reviewed and validated existing needs assessment data gathered by the staff. Guidelines from national, state, and local training standards were identified. A complete analysis of total training hours, class curricula, and training priority categories is documented.
 - Outside Users Survey. A web-based survey was conducted to determine the interest in renting time and space and/or attending classes at the training center. The survey was sent to private-sector entities in the area and public safety agencies/first responders outside of the immediate area. This information is helpful in determining potential revenue that could result from the delivery of training at the center.
- Existing Training Conditions – This chapter includes an in-depth review of how and where each of the region's key public safety agencies currently conducts their training. It also identifies issues and concerns related to their existing training locations.
- Existing Emergency Management/EOC/Backup 9-1-1 Conditions – This chapter discusses issues and concerns regarding these critical emergency response components.
- Facility & Equipment Assessment – This chapter provides visibility to the scope and magnitude of the training/incident command center facility needs assessment, including descriptions of classrooms, administrative/support areas, training buildings and props. site selection criteria and conceptual site plan.
- Organizational Structure – This chapter addresses the governance of the RESTCC. It also determines the management, communication, and chain of command for the facility.
- Management Plan – This chapter creates an operational baseline for the RESTCC. Daily procedures and policies are addressed, including staffing, day-to-day facility management, scheduling, and security.
- Financial and Resource Assessment – This chapter provides financial feasibility for the project's implementation and direction. It provides estimated values for all aspects of design, construction, operation, maintenance, and revenue potential.
- Benefit Analysis – This chapter provides IBG's quantitative and qualitative analysis of the benefits associated with building a RESTCC.
- Potential Funding Opportunities – This chapter identifies potential funding sources and revenue producers to help offset the Center's annual operational costs.
- Potential Funding Opportunities – This chapter identifies potential funding opportunities for one-time capital construction and ongoing costs related to the operation and maintenance of the RESTCC.
- Acronym and Abbreviation Index – This section lists and defines the acronyms and abbreviations used throughout the report.
- Appendices – This section contains supplementary material that complements the body of the report.

STEERING TEAM

Members of the RESTCC Steering Team were made available to IBG and provided guidance for this report. Personnel assisting with the project include:

- Central Oregon Community College
 - Matt McCoy, Vice President
 - Paula Simone, Instructor
 - Peter Ostrovsky, Public Safety Director
- Central Oregon Fire Chiefs Association (COFCA)
 - Tim Craig, Deputy Chief
 - Bill Boos, Deputy Chief
- Central Oregon Law Enforcement Services (COLES)
 - Shane Nelson, Deschutes County Sheriff
- Bend Police Department
 - Brian Beekman, Lieutenant
- Redmond Police Department
 - Devin Lewis, Captain
- City of Madras
 - Tanner Stanfill, Police Chief
 - Mike Julazadeh, Fire Marshal
- City of Redmond
 - Mayor George Endicott
- City of Redmond Airport
 - Fred LeLacheur, Airport Engineer
- Crook County Sheriff's Office
 - Michael Ryan, Emergency Manager
- Deschutes County Sheriff's Office – Emergency Services
 - Nathan Garibay, Emergency Manager
- Deschutes County 911

- Sara Crosswhite
- Deschutes County Administration
 - James Lewis, Property Manager
- Jefferson County Sheriff's Office
 - David Pond, Emergency Manager
- Bend Fire and Rescue
 - Darren Root, Battalion Chief
- Redmond Fire and Rescue
 - Doug Kelly, Division Chief
- Sunriver Fire and Rescue
 - Rod Bjorvik, Deputy Chief

State-Level Members

- Oregon Department of Public Safety Standards and Training (DPSST)
 - Erik Gabliks, DPSST Director
 - Mike Leloff, Training Division Director
- Oregon Governor's Office
 - Annette Liebe, Central Oregon Regional Solutions Coordinator
- Oregon Office of Emergency Management (OEM)
 - Sonya Andron, Operations and Preparedness Manager
- Oregon State Police
 - Superintendent Travis Hampton

IBG conducted interviews with many of the RESTCC Steering Team members. The purpose of this interaction was to gain an understanding of the project needs and desired outcomes. These interviews focused on subjects such as organizational structure, existing conditions, training philosophy, changes in staffing, future organization-growth factors, and unmet needs.

TRAINING NEEDS ASSESSMENT

The following descriptions and tables outline the detailed training requirements of the Partner Department and how those requirements relate to the RESTCC.

OREGON DPSST TRAINING OVERVIEW

The Oregon Board for Public Safety Standards and Training requires that emergency response personnel obtain and maintain a range of professional certifications. Ongoing maintenance of those certifications requires ongoing training. The Department of Public Safety Standards and Training is responsible for “ensuring that public safety professionals and the agencies that employ them maintain compliance with the standards to reduce the risk of liability and ensure public trust is maintained by the communities we serve throughout Oregon.”

The Oregon Health Authority oversees certification maintenance for emergency medical personnel. Affiliated public safety personnel (e.g. emergency managers, 911 dispatch, and wildland firefighters) have additional training or certification maintenance requirements. Oregon Administrative Rules (OAR) govern the timing, amount, and documentation of both basic and ongoing training of public safety providers. OAR 259-008-0000 specifically establishes ongoing employment, training, and certification requirements for fire and law enforcement personnel. OAR 333-265-0000 establishes ongoing certification maintenance requirements for emergency medical services personnel.

The intended purpose of this information is to illustrate general training needs of law enforcement, fire, and emergency medical technicians only. Other public safety personnel may have different or additional ongoing training requirements. Furthermore, DPSST notes that individual public safety agencies may have training programs that exceed these requirements. Similarly, individual public safety personnel may desire and engage in additional training based on personal career or job performance goals. **This information supports the general need for robust and accessible public safety training facilities and programing wherever public safety programs exist.**

According to DPSST Director Eriks Gabliks: *“DPSST is very supportive of the need for regional training venues around the state that will allow our law enforcement, corrections, parole and probation, 9-1-1, fire and rescue, search and rescue, EMS, and others to have the ability to maintain and update their perishable skills through hands-on training opportunities. This is an amazing opportunity for Central Oregon and it's important that the property be secured while it is still available. Development of the venue could take place over years as funds are available.”*

OREGON STATE POLICE OVERVIEW

The Department of Oregon State Police (OSP) mission is to enhance the livability and safety for the State of Oregon by protecting the people, property and natural resources of the State. Founded in 1931, the agency now has a workforce comprised of more than 1,400 sworn and professional staff employees, providing diverse public safety services in patrol, criminal investigation, forensic services, medical examiner, state fire marshal, gaming regulation, fish and wildlife enforcement, public safety communications, criminal justice information management, arson and explosive services and special operation teams, with a biennial budget over \$500 million in total funds.

The agency provides specialized and certification maintenance training statewide to their public safety disciplines regionally and at the DPSST campus. The agency currently does not have access to a centralized training facility in Central or Eastern Oregon to accommodate large scale or complex training needs.

The OSP is a statewide agency. Its operational structure is based on a decentralized command structure. The Operations Bureau (Salem) is divided into three (3) Region Commands (NW - Salem, East - Bend, SW – Springfield). These Region Commands are divided further into Area Commands and Worksites. Each region is responsible for holding mandatory training throughout their regions utilizing part-time training personnel (ancillary duties to their primary duties in Patrol, Fish and Wildlife and Criminal). These part-time trainers will hold training at various locations near the Area Commands. These locations may belong to a partner agency – police, DPSST or fire; they might be a private firearms range or they may be a simple school classroom and/or a local business. Some locations, such as private ranges, are rented by OSP.

According to Oregon State Police Major Joel Lujan: *“The availability of a central Oregon training facility could be beneficial to the local area command and to the Department generally as **a region or division-level training venue to provide in-service training to OSP personnel.** Also, I am confident it would provide other public safety agencies across Eastern Oregon a more convenient, modern training facility. The Department focuses most of its mandatory training at the Area Commands, which are*

the localized offices for the OSP throughout the state. Providing training at the local level has been the most efficient and low cost for training our personnel statewide. I would emphasize that a new facility with large conference rooms in addition to the facility's training props and assets may be utilized by OSP for in-service training or specialty training such as SWAT, arson and explosives, etc. or by other public safety for general training and conferences."

OREGON NATIONAL GUARD OVERVIEW

When National Guard units are not mobilized or under federal control, they report to the governor of their respective state, territory (Puerto Rico, Guam, Virgin Islands) or the commanding general of the District of Columbia National Guard. Each of the 54 National Guard organizations is supervised by the adjutant general of the state or territory. Under state law, the National Guard provides protection of life, property and preserves peace, order and public safety. These missions are accomplished through emergency relief support during natural disasters such as floods, earthquakes and forest fires; search and rescue operations; support to civil defense authorities; maintenance of vital public services and counterdrug operations.

Mission: The Oregon National Guard will provide the citizens of the State of Oregon and the United States with a ready force of citizen soldiers and airmen, equipped and trained to respond to any contingency, natural or man-made. When we are needed, we are there.

IBG+RDG and the RESTCC Steering Team met with a representative from the Oregon National Guard's 142nd Medical Group to discuss potential areas of mutual interest in the project. The unit he is involved with is the "CBRNE Enhanced Response Force Package" (CERFP). It is a 205-person team of medical professionals/field operators who provide disaster response, including search and extraction and medical/chemical triage.

The vast majority of their training occurs on weekends. They typically conduct three (3) major training events per year in a hardened training environment. The representative believes his unit would potentially train at RESTCC if it was available, even if there was a fee for such use. One of the reasons he gave to support the use of RESTCC was the issue of "fatigue" given the unit's training at the same site over and over.

RESTCC buildings and props that the representative believes would be utilized by his unit include:

- Rubble pile (similar to the one at Camp Rilea)
- Confined space props
- Scenario Village (similar to the one at Camp Rilea)
- Simulated standing water prop
- Breaching props
- Driver training course (they use F350's pulling trailers)

PARTICIPATING AGENCY TRAINING NEEDS

The following tables detail training requirements of the Participating Agencies and how those requirements relate to the proposed Central Oregon Regional Emergency Services Training and Coordination Center.

The needs assessment incorporates the current staff totals shown in the table below.

Table 1 - Participating Agency Staff Totals

PARTNER DEPARTMENT	BEND FIRE & RESCUE	REDMOND FIRE & RESCUE	SISTERS-CAMP SHERMAN FIRE DISTRICT
Current Sworn Operations	90	63	50
Current Non-Sworn Support	40	40	35

PARTNER DEPARTMENT	BEND PD	PRINEVILLE PD	CROOK COUNTY S.O.	JEFFERSON COUNTY S.O.	DESCHUTES COUNTY S.O.	REDMOND PD
Current Sworn Operations	103	19 (Patrol)	49	50	180	47
Current Non-Sworn Support	35	10 (Dispatch)	15	3	55	12

This study has analyzed each agency's training class needs and identified a total of almost 280,000 annual training contact hours. It is important to note that the hours identified by the Steering Team only include training that they anticipate conducting at the proposed training center. That training can include traditional classroom courses, hands-on skills training, or a combination of both (for example, classroom discussion followed by a field component). The hours do NOT represent ALL hours of training completed by the Participating Agencies. Each of them – to one degree or another – conducts additional training at their own individual locations.

Table 2 - Annual Training Student Contact Hours by Partner

CLASS HOURS BY PARTNER, BY DEPARTMENT	
Departments	Student Contact Class Hours Per Year
Bend Fire Department	16,160
Bend Police Department	7,928
COCC	0
Deschutes County SO	33,440
Jefferson Co. SO	2,080
Redmond Fire & Rescue	9,720
Redmond Police	6,624
TOTAL	75,952
Note- COCC will only use the training center for its hand-on training, not classroom training. Therefore this table is listing their hours as 0. See Table # 16 for their training prop hours at the center.	

Based on the projected staff growth rate at 2030, the following table illustrates the corresponding forecast growth in training hours:

Table 3 - Training Hours Growth Forecast, 2020 and 2030

DEPARTMENT	STAFF GROWTH FORECAST		TRAINING HOURS BY YEAR		
	2020	2030	2020	Percentage Of Growth by 2030	2030
Bend Police Department	140	162	7,928	14%	9,005
Bend Fire and Rescue			16,160		
COCC					
Deschutes County SO	180	203	33,440	11%	37,229
Jefferson Co. SO	50	50	2,080	0%	2,080
Redmond Fire & Rescue	63	81	9,720	22%	11,880
Redmond Police	47	60	6,624	22%	8,059
Note- Growth Forecast Provided by the Partners					

The following table lists each class name by Partner:

Table 4 - Redmond Fire Rescue - Class Names By Partner

REDMOND FIRE & RESCUE	
Class List	
Active Shooter	Mobile Water Supply/Tenders
Driving Course	RIT/FF Survival
EMS	Rope/Rescue Training
Engineer Skills	Search and Rescue
Forcible Entry	Strategy and Tactics
HazMat Refresher	Vehicle Extrication
Hose Evolutions	Vehicle Fires
Ladders	Vertical Ventilation/Vent Prop
Mobile Attack/Bump and Run	Live Fire

Table 5 - Bend Police Department - Class Names By Partner

BEND POLICE
On-Duty EVOC
On-Duty Rifle Program
Quarterly In-Service
Regional SWAT Team

Table 6 - Jefferson County Sheriff's Office - Class Names By Partner

JEFFERSON COUNTY SO
CPR and First Aid
Defensive Tactics
EVOC
Firearms
Taser

Table 7 - Redmond Police Department - Class Names By Partner

REDMOND POLICE
Class List
Redmond Police In-Service

Table 8 - Deschutes County Sheriff's Office - Class Names By Partner

DESCHUTES COUNTY SO
Class List
Emergency Management Training
In-Service Training Hours

Table 9 - Central Oregon Community College

CENTRAL OREGON COMMUNITY COLLEGE			
CJ 100	EMT 170	S-215	SFS 102
CJ 101	EMT 171	S-219	SFS 105
CJ 110	EMT 195	S-230	SFS 110
CJ 152	EMT Lab	S-231	SFS 112
CJ 153	FOR 130	S-236	SFS 120
CJ 207	FOR 130_1	S-270	SFS 123
CJ 210	Inst. I	S-290	SFS 133
CJ 214	L-280	S-290	SFS 205
CJ 220	Paramedic	S-300	SFS 210
CJ 222	Paramedic Lab	S-330	SFS 230
CJ 230	S-130/190	S-339	SFS 232
CJ 243	S-131	S-390	SFS 263
CJ 250	S-200	S-390	SFS 275
CJ 253	S-203	SFS 101	WF 215S
EMT	S-211	SFS 101	

Table 10 - Bend Fire and Rescue

BEND FIRE & RESCUE	
Class List	
ACLS	Flammable Liquid Pit
Bloodborne Pathogens	High Level
Confined Space	Live Burn
CPR and First Aid	PALS
EMT Monthly	Pediatric
Engineer Development	Skid Car Awareness
Engineer Refresher	Special Rescue Team
Fire Officer	Trench Rescue
Firefighter Survival	Vehicle Extrication
Fit Test/SCBA	Wildland Refresher

OTHER FIRE SERVICE AGENCIES

In addition to the primary Participating Agencies identified above, there are many smaller fire service agencies located in the Central and Eastern Oregon region that could potentially use the training center.

TRAINING CLASS DETAIL

Each class was categorized based on each Partner's current level of training. Following is the definition of each training category:

Table 11 - Summary of Training Categories

TRAINING HOURS BY CATEGORY		
	Total	% of Total
Category 1 — Training required by law (federal, state) or agency policy. Also, training required to safely operate equipment that is needed to carry out a person's job assignment. This required training is being carried out but often at a minimum level due to the lack of facilities . Training in this category is not being performed to the satisfaction of the agencies' expectations.	52,612	69%
Category 2 —Desired training. Training the agencies would like to perform, but due to lack of facilities, is not being carried out . This training includes employee basic work skills.	9,660	13%
Category 3 —Training required by law and a person's job assignment (same as above). This required training is being carried out to a satisfactory level of competence .	12,780	17%
Category 4 —Career development skills training, training to advance the career growth of an employee . Training in this category is not being performed to the satisfaction of the department's expectations.	900	1%
Note-COCC classes are not included in the Category Table		
Total Hours	75,952	100%

Table 11 illustrates the total training hours and percentage of all training hours by categories. It is interesting to note that 58% of the total training hours in Category 1: *"This required training is being carried out but often at a minimum level due to the lack of facilities"* and 8% of the required training hours are in Category 2, is "Desired training not being done due to lack of facilities."

CLASS-SPACE NEED CALCULATION

Using the information presented in the training needs assessment as a baseline, a class-space need calculation was developed to establish the number of classrooms required to meet the demands identified in the needs assessment. The classroom calculation is based on the following weekly training schedule:

- Typical training schedule for classes in the main classroom building are: Monday – Saturday; ten (10) hour training day; 8:00 A.M. to 6:00 P.M. (includes facility preparation, breaks, 1-hour lunch break, and cleanup).
- Each training day is divided into segments. A segment is typically 5 hours in length and is based on 4 hours of instructor-student contact time and 1 hour for setup/teardown. The total segment opportunity per classroom calculation is therefore based on the following:

Table 12 - Space Need Calculation

CLASSROOM SPACE NEED CALCULATION	
Default Source Data	
Monday-Saturday	
Start Time	8:00 AM
End Time (training)	6:00 PM
Training Day (hrs.)	10
Segment Length (hrs.)	5
Segments Per Day	2
Segments Per Week	12
Training Weeks Per Year	48
Max Segments Per year	576
Real Training Efficiency %	80%
Usable Segments Per Year (@ 80% efficiency)	461

Table 13 - Typical Training Week Schedule

Time	5 Hour Segment Blocks
8am - 9am	Set-up
9am - 10am	Segment 1
10 am – 11 am	
11am – 12 pm	
12pm – 1pm	
1pm – 2 pm	Lunch/Transition
2pm – 3pm	Segment 2
3pm – 4pm	
4pm – 5pm	
5pm – 6 pm	
6pm – 7 pm	Tear-down/Clean-up

A typical segment calculation per class would be determined in the following manner: an 8-hour class would require 2 segments, and a 20-hour class would require 5 segments (each segment uses 4 hours of teaching time, or 20 divided by 4).

The following table summarizes the annual total training segments and establishes the type and number of classrooms needed to meet the requirements determined in the training needs assessment.

Table 14 - Annual Training Hours by Classroom Type, 2020

Classroom Type	Total Hours Used Per Year	Hours Per Segment = 5; Segments Per Year = 461
Clean Classroom Number 1 - Capacity 25	3960	8.5
Clean Classroom Number 2 - Capacity 35	1710	3.71
Clean Classroom Number 3 - Capacity 50	384	0.83
Clean Classroom Number 4 - Capacity 70	0	0.00
Clean Classroom Number 5 - Capacity 100	0	0.00
Clean Classroom Number 6 - Capacity 200	0	0.00
Computer Classroom	0	0.00
Defensive Tactics Classroom	1750	3.80
Practical Classroom	648	1.41
Exterior Pavilion Classroom	1732	3.76
Note-Central Oregon Community College has stated they will not need classroom space at the center.		

TRAINING PROP EFFICIENCY

The following table illustrates the demand for facility training props. The percentage of use is based on previously established hours and the corresponding training segments.

Reminder: The Annual Utilization Percentage below is based on training segments. A segment is a 5-hour block of time with 461 segments available each year for props (see the Space Need Calculation methodology in Table 13 above).

Table 15 - Annual Prop Use by Hours

PERCENTAGE OF PROP USE PER YEAR				
Prop Name	Total Annual Hours	Segments Per Year	Percentage of Use Per Year	Open Available Space
Shooting Range	5710	1142	248%	-148%
Strip Mall	3288	658	143%	-43%
EOC Actual/Simulator	2000	400	87%	13%
Drill Tower	1904	381	83%	17%
Skid Pad Skills Course	1668	334	72%	28%
ConSim/Shoot House	1153	231	50%	50%
Building Clearing	1088	218	47%	53%

PERCENTAGE OF PROP USE PER YEAR				
Prop Name	Total Annual Hours	Segments Per Year	Percentage of Use Per Year	Open Available Space
EMT Lab	960	192	42%	58%
Driving Track	532	106	23%	77%
Burn Building A&B	510	102	22%	78%
Structural Collapse	476	95	21%	79%
Sum of TOTAL Training Simulator	370	74	16%	84%
Sum of TOTAL Add Wildland Field	269	54	12%	88%
SCBA Maze	232	46	10%	90%
Vehicle Prop Live Fire	230	46	10%	90%
Confined Space	208	42	9%	91%
Tanker Prop Live Fire	182	36	8%	92%
Engine Drafting Pit	107	21	5%	95%
Vehicle Extrication Pad	92	18	4%	96%
Rail Car	88	18	4%	96%
Training Simulator	64	13	3%	97%
ORPAT Room	48	10	2%	98%
Bare Land to Drive	24	5	1%	99%
Swift Water Rescue	4	1	0%	100%

The reason for illustrating the number of training hours is to show that, although all props are essential for the successful completion of the required training at one time or another, some are in very high demand and used extensively and others are used less frequently. Those in high demand, such as the Shooting Range (at 248% utilization), have no excess capacity and therefore may be available to outside users only on very a limited basis. Likewise, it identifies those props that have some degree of excess capacity (such as the Rail Car prop at 4% utilization), meaning that the Partners do not use the prop all of the time. In those cases, the prop may be reserved for future expansion or made available to outside users more frequently.

MOST USED TRAINING PROPS BY ANNUAL HOURS, BY PARTNER

The following tables highlight the most used props, sorting by number of annual hours used and Partner.

Table 16 - Most Used Training Props by Annual Hours, by Partner

Prop Name	Redmond Fire	Bend Police	Deschutes County SO	Jefferson County SO	Redmond Police	COCC	Bend Fire	Grand Total
Shooting Range	0	1710	2064	24	1912	0		5710
Drill Tower	1024	176	464	0	176	14	50	1904
Skid Pad Skills Course	24	1024	480	0	84	8	48	1668
EMT Lab	0	0	0	0	0	960	0	960
Strip Mall	200	176	1408	0	1492	12		3288
Vehicle Prop Live Fire	48	176	0	0	0	6		230
ConSim/Shoot House	0	270	560	0	323	0	0	1153
ORPAT Room	0	0	48	0	0	0	0	48
Burn Building A&B	128	0	0	0	0	70	312	510
Structural Collapse	160	0	192	0	0	4	120	476
Driving Track	24	0	384	4	42	30	48	532
SCBA Maze	104	0	0	0	0	8	120	232
Engine Drafting Pit	80	0	0	0	0	27	0	107
Rail Car	80	0	0	0	0	8	0	88
Tanker Prop Live Fire	80	0	0	0	0	6	96	182
Vehicle Extrication Pad	72	0	0	0	0	0	20	92
Sprinkler Standpipe System	40	0	0	0	0	24	0	64
Building Clearing	0	0	736	0	352		0	1088
Confined Space	40	0	0	0	0	8	160	208
Bare Land to Drive	24	0	0	0	0	0	0	24
Swift Water Rescue	0	0	0	0	0	4	0	4
Paramedic Lab	0	0	0	0	0	0	0	0
Dumpster Live Fire	0	0	0	0	0	0	0	0
EOC Simulator	0	0	0	0	0	0	0	0
Training Simulator	176	176	0	0	0	18		370
Wildland Field	0	0	0	0	0	125	144	269

OUTSIDE USER SURVEY

This chapter identifies potential outside agencies that may have an interest in using the training center and what they need to accomplish their own specialized training. This information was developed based on a web-based survey of potential outside users.

IBG developed a web-based Outside Users Survey. Names and contact information for the survey broadcast was provided by the RESTCC Steering Team. Included in the survey email was a cover letter signed by Scott Aycock (COIC). Two email broadcasts were completed; the first around November 20, 2019 and a follow-up to non-respondents around two weeks later.

The survey results are as follows:

Table 17 - List of Survey Respondents

Name	Title	Agency
Dale Cummins	Chief	Prineville Police Department
Steven Romero	Chief	Ontario Police Department
Emily Wegener	Public Health Preparedness Coordinator	Jefferson County Public Health
Bill Duerden	Public Works Director	City of Redmond
Paul Rheault	Utility Director	City of Bend
Jamie Collins	State On-Scene Coordinator	Oregon Department of Environmental Quality
Chris Webb	CERFP/Det 1 Deputy Commander	Oregon National Guard
Michael Heffner	Asst. Chief Deputy	Oregon Office of State Fire Marshal
Kristen Heath	Disaster Program Manager	American Red Cross
Tim Hoiness	Training and Safety Manager	Central Oregon Fire Management (USFS, BLM)
Randall M. Tyle	Director	Area VII Plumbers Joint Apprenticeship Training Committee
Muriel DeLaVergne-Brown	Health & Human Services Director	Crook County Health Department
Devin Lewis	Captain	Redmond Police Department
Joel Fish	Police Chief	Enterprise Police Department
Tanner Stanfill	Chief	Madras Police Department
Denney Kelley	Chief of Police	Black Butte Police Dept.
Gordon Foster	Unit Forester	Oregon Dept. of Forestry
Cory Darling	Chief	Sunriver PD
Patrick Ashmore	Chief	The Dalles PD
Scott Polhamus	Fire Manager	Oregon Woods Inc.
Kevin Lindsey	Medical Plans and Operations Officer	Oregon CERFP Medical Element
Chris Doty	Director	Deschutes County Road Department
Robert O'Neal	Road Master	Crook County

Table 18 - Respondent Job Discipline

<i>"Please indicate the industry your department/organization in which you are employed."</i>	
•	Fire/EMS/Rescue Related – 4
•	Law Enforcement Related – 8
•	Other (Industry, Medical, Transportation, etc.) – 11

Table 19 - Preferred Training Times

Please rate your preferred access hours to the Training Facility. Use the rating system; one, two, and three – one being highest.

Preferred Training Times	Selection	Weighted Score	Distributed Percentage
Monday through Friday - Days		56	42.75%
1st Choice	15		
2nd Choice	4		
3rd Choice	3		
Monday through Friday - Nights		36	27.48%
1st Choice	2		
2nd Choice	10		
3rd Choice	10		
Saturday/Sunday - Days		39	29.77%
1st Choice	5		
2nd Choice	7		
3rd Choice	10		

Table 20 - Class Interest

Please indicate approximately how many students you would send to the Training Facility for each class annually. If you would not send students to a particular class, please leave the box(es) blank.

Class Name	Number of Students Per Year
Building Searches	79
Fire Extinguishers	72
Shoot House Simunition	69
Officer Survival	67
Decontamination Lab	65
Simulated Street Training Exercises	64
Damming/Diking	61
Fire Officer Development	60
Flammable Liquid Pit	60

Class Name	Number of Students Per Year
Gas Containment	60
Horizontal Propane Fire	60
Mass Casualty Incidents	60
Over the Road - Gas or Liquid Spill	60
Confined Space	54
Defensive Tactics	53
Crime Scene Investigation	50
HazMat Operations	49
Incident Command System	46

Class Name	Number of Students Per Year
Strategy and Tactics Simulator	45
First Aid/CPR	45
Interview/Interrogation	42
Criminal Investigations	41
Leadership School	33
Drill Tower - Rappelling	2
Aerial Operator Class	0
Apartment Complex Burn Building	0
Exterior Rappelling Training Area	0
Flashover Class A/Gas	0
Interior Firefighting Prop	0
Live Fire Burn Building	0
Live Fueled Tank and Dike Prop	0
Mechanical Lockout/Tagout	0

Class Name	Number of Students Per Year
Rappel Vertical Rescue	0
Roof Vent	0
Family Residential Burn Building	0
Smoke Maze Training	0
Ladder Company Training	0
Sprinkler Standpipe Systems	0
Strip Mall	0
Structural Collapse	0
Support Vehicle Operator Class	0
Technical Rescue Technician	0
Trench Rescue	0
Vehicle Extrication Pad	0
Vehicle Fire Prop Live Fire (Propane)	0
Water Shuttle Training	0

-Please add any additional classes not listed previously that would be beneficial to your organization.

First aid, CPR, Bleeding Control, Emergency Medical Responder

Wildland specific courses. Most likely use would be to put these on within existing organizational constructs, but using this facility.

We fight wildfire. We would only want wildland fire classes

Plumbing Continuing Education May want to include CEU courses for Electricians

grader/dozer training, chainsaw training, other specialty equipment, etc.

NOTE: Classes with zero amount were listed as a possible class in the survey, but none were selected

Table 21 - Facility Needs

If any of the following facilities would be beneficial to your organization, please indicate the number of days per year you would use each facility. If none, leave blank.

Facility Type	Number of Days Per Year
48-Person Standard Clean Classroom	101
Trailers/Scenario Village Area/City Streetscape	56
Large Assembly, Athletic Purposes, Including Bleachers and 1 Large Projector (3,568 SF)	52
100-Person Standard Clean Classroom	41
32-Person Dirty Classroom	28
Skills Pad/EVOC Track	21
Confined Space/Trench	15
Rail Car for Training	15
Large Outdoor Assembly Area	13
5-Story Drill Tower	10
Big Box/Strip Mall Complex	10
Firearms Simulation in Dirty Classroom	9
Class A Burn Building	0
Gun Shooting Range	0
Live Fire Gas Double Bed with Hallway Rollover	0
Live Fire Gas Kitchen Prop and Rollover (3 Burn Points)	0
Live Fire Sofa Prop	0
Smoke Maze	0
Live Fire Gas Industrial Room with Rollover (5 Mock-Up Options)	0
Note-Classes with zero amount were listed as a possible class in the survey, but none were selected	

Table 22 - Topic Specific Seminars

The center plans topic-specific seminars with guest expert speakers, lasting one to five days. Would you find these events beneficial? If yes, please proceed to question 5. If no, please skip to question 6.

-21 responded YES

-1 responded NO

Facility Type
COP, POP, Mental Illness, Use of Force
Leadership strategies, Legal updates, Grant writing and administration, Employee wellness, Strategic policing strategies, Homeless response strategies
Health and Medical and all-hazard topics such as response, EOC ops, and planning.
Contingency Response/Disaster Recovery, Professional Development Courses, Mandatory training courses common to government agencies.
Public Works Management, Effective Utility Management, Safety (Practice Drills / Personal Protective Equipment / Hazardous Materials), Incident Command Training, Equipment Reviews (Snow Plows / Graders / Vactor Units / CCTV Vans), Pipeline Training, Project Management Training, State Certification Training (Water / Wastewater), Trenching Water Distribution System Training, Water Treatment Training, Wastewater Collection System Training, Wastewater Treatment Training, Laboratory Analysis Training
Emergency response/ICS expertise
Urban and rural search & rescue, clearing structures after a disaster event, survival training
Fire Service Leadership, Incident Management, HAZMAT Response
Regional Planning Sessions
Interagency Cooperation, Technology Use
Continuing Education for Plumbers
Required
Leadership, Law Updates, Communication, Mental Health, Tactics and Office Safety, Investigations/Interrogations, Health and Wellness
Investigations
Leadership, management, wildland fire, forestry
Leadership, legal updates, wellness, de-escalation and communication, ethics, recruitment and retention, internal affairs investigations, labor relations, risk management.
Inter-agency Exercise Planning, Field Medicine
Equipment training, safety training, flagger training, an endless list of classroom training. Central Oregon training events are widely attended from agencies across the state.
Funding Options, Certification Classes

Table 23 - Participation in Design or Donation

Would your organization consider participating in the design or donation of specialized training props? If yes, please proceed to question 7. If no, please skip to question 8.

- 13 Responded YES

- 9 Responded NO

*-If you answered **YES**, please provide any props your organization would consider designing or donating. (Note; following area direct quotes from respondents. Minor typo corrections made as needed)*

- ◆ *Prezi or PP presentations Onboarding model development Leadership model development Homeless response model development, Major event planning and response*
- ◆ *Possibly provide depending on need.*
- ◆ *Manhole Fire Hydrants Various specialized equipment in conjunction with a specific training topic. List is lengthy.*
- ◆ *But would have to go through all proper military and federal gov't channels*
- ◆ *Rail car and valving props HAZMAT response props*
- ◆ *TBD*
- ◆ *AV/IT supplies, Range Supplies, PowerPoints/Instructors, Safety Supplies*
- ◆ *Whatever is needed*
- ◆ *I would contribute financially. We do not have anything material to contribute.*
- ◆ *If equipment training is provided, we could lend equipment as necessary, as well as materials.*
- ◆ *If we have it you are welcome to it*

Table 24 - May We Contact You Again

May we contact you directly for any additional questions or follow-up clarifications?

- 21 Respondents, YES

EXISTING TRAINING CONDITIONS

Every public safety agency affiliated with the RESTCC project places a high level of importance on ensuring that their personnel are well-trained and prepared to protect those they serve. While a small number of the agencies have their own dedicated training facility, all agencies to one degree or another accomplish their training at a variety of publicly and privately-owned locations mostly controlled by others. The following sections describe those training locations.

In June 2018, the Community Service Center (CSC) published a Final Report for the *Central Oregon Emergency Services Center Viability Assessment*. The CSC is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. In terms of existing training conditions, part of that report stated:

"At the present time, Central Oregon's public safety agencies provide for the training needs of their personnel on an agency-by-agency basis. The majority of that training is taking place locally (Figure 2.1). Survey respondents, focus group participants, and project advisors indicate that a significant amount of training occurs in the Central Oregon region. However, agency representatives report that available training facilities are insufficient to meet the existing, and growing, demand for training in the region."¹

Based on our assessment and discussions with members of the RESTCC Steering Team, IBG agrees with this finding.

FIGURE 2.1 - WHERE TRAINING TAKES PLACE



Source: CSC Public Safety Training Survey²

¹ Central Oregon Emergency Services Center Viability Assessment

² Central Oregon Emergency Services Center Viability Assessment

FIRE DEPARTMENTS

EXISTING TRAINING FACILITIES AND LOCATIONS

BEND FIRE AND RESCUE

This 7-acre training facility is located on the north end of the City of Bend at 63377 NE Jamison Street behind Fire Station 5. It includes a five-story tower (no live burn capability) with built-in high angle rescue anchors, a confined space prop, vehicle preparation and extrication pad, commercial and residential roof prop, drafting pit/cistern, multiple forcible-entry door props and enough room for a driving “cones course” for all emergency vehicles. In addition, the facility has two hydrants supplied by 10” water lines which provide sufficient fire flow for engineer development training. There are two 25-person classrooms and three offices with video conference capability. There is also a computer simulation lab located in classroom #2 inside the training building.



FIGURE 1 - OVERVIEW OF BEND FIRE AND RESCUE TRAINING FACILITY



FIGURE 2 - BEND FIRE AND RESCUE DRILL TOWER AND CONFINED SPACE PROP

REDMOND FIRE AND RESCUE

This training field is located at 911 SE Veterans Way in Redmond. It consists of a small lecture room and an approximately 2.4-acre lot to train on (including a mix of gravel and asphalt with some concrete). A DPSST mobile live-fire trainer is situated on the site. There is no water source and no fire hydrants on the site; there is a hydrant located outside of the most SE corner of the fence. This facility has recently hosted a regional training academy.



FIGURE 3 - OVERVIEW OF REDMOND FIRE AND RESCUE TRAINING CENTER



FIGURE 4 - DPSST MOBILE FIRE TRAINER AT REDMOND FIRE AND RESCUE TRAINING FIELD

SISTERS-CAMP SHERMAN FIRE DISTRICT

The department owns a 4-acre parcel to the south of the City of Sisters that is mostly undeveloped ground. The only water supply is a small line that supports an irrigation system. There is no hydrant nearby, so there is limited opportunity to conduct training that involves flowing water. There is a one-acre asphalt pad (3" thick pavement) that has recently been installed that allows the department to conduct the "cone course" portion of its driver training in a secure environment. There are no buildings on the site, so ladder training is not possible there. The department is able to conduct extrication training and limited driver training at the site. Currently, there is an RFP out to install a water line with a maximum flow of 500 gallons per minute. The department envisions adding a connex-style live burn trainer in the future.

Most training is being conducted in the parking lot behind the main fire station and in the two meeting spaces in the station. The parking lot is large enough to allow one engine to conduct training. All multi-company training must be done in parking lots (such as school parking lots) around town.

The department conducts its on-road driver training on open city streets and rural highways alongside other traffic.

The department holds its classroom training in their community hall, which has a capacity of 100+ students.

JEFFERSON COUNTY RURAL FIRE PROTECTION DISTRICT #1

The department has a 5-acre facility located at its main fire station, 765 5'th Street in Madras. It includes a variety of props and a wildland open space training area. This agency consists mostly of volunteer firefighters, who receive their basic training at the facility.

GENERAL FIRE SERVICE TRAINING CONDITIONS

LIVE BURN TRAINING

There are no permanent, dedicated live burn facilities (Class A or Class B) in the region. The only option for conducting live burn training is through the use of acquired structures (generally old, abandoned buildings slated for demolition) and the DPSST mobile live fire trainer at the Redmond Fire and Rescue training site.

TRAINING CLASSROOMS

Many of the region's fire departments indicated that they utilize rooms located at their fire stations or their designated training areas.

DRIVER TRAINING

Most of the region's fire departments conduct their driver training at various public and private parking lots throughout their respective jurisdictions (subject to the approval of the parking lot owners). One specific area mentioned was at the Redmond Airport.

HANDS-ON SKILLS TRAINING

Many of the region's fire departments indicated that they conduct much of their hands-on, company skills training at their fire stations due to the lack of accessibility to a dedicated training facility. Very rarely, they also utilize acquired structures in their jurisdictions (such as abandoned buildings or houses scheduled for demolition) for high-impact training evolutions.

POLICE DEPARTMENTS

EXISTING TRAINING FACILITIES AND LOCATIONS

BEND POLICE DEPARTMENT

Bend PD has an outdoor shooting range near the Bend Airport. It has several connex boxes for equipment and one classroom. There is one paved 25-yard range and three other shooting areas to include a paved 100-yard shooting range with a 200-yard shooting position.



FIGURE 5 - OVERVIEW OF THE BEND PD OUTDOOR SHOOTING RANGE

The department has several large rooms at its police department, one of them being municipal court (which is difficult to book at times due to the court schedule). Bend PD also utilizes the Bend Fire and Rescue training center on occasion.

GENERAL LAW ENFORCEMENT TRAINING CONDITIONS

DRIVER TRAINING

Most of the region's law enforcement agencies conduct their driver training at various public and private parking lots throughout their respective jurisdictions (subject to the approval of the parking lot owners). Bend PD and Redmond PD also use the County skid pad near the Knott Landfill. Crook County Sheriff's Deputies and Jefferson County Sheriff's Deputies attend and conduct EVOc training at the Madras Speedway. Jefferson County Sheriff's Deputies also use the Madras Airport for driver training.

FIREARMS TRAINING

The Crook County Sheriff's Office has a primitive outdoor range facility with a short (100 yard) rifle range and two short pistol/shotgun/close-quarters rifle training bays. There are no fixed facilities or advanced training bays at this location. This area is open and exposed to all weather. It is surrounded by private property. Prineville PD and Redmond PD both utilize the Crook County Sheriff's Office range.

The Jefferson County Sheriff's Office currently uses the RAPA Gun Club (located near Madras Airport) that has indoor shooting as well as outdoor shooting. There is no charge to the Sheriff's Office for use of the Gun Club; it must schedule ahead of time to avoid conflicts. The Jefferson County Sheriff's Office also uses a range at the Deer Ridge Correctional Institution. Firearms training is conducted at the local indoor range during inclement weather and at the outdoor range the rest of the time for both pistol and rifle.

Deschutes County Sheriff's Office also has a range.

Redmond PD uses the Redmond Rod and Gun Club, which is located southwest of Redmond at 9020 US-97.

TRAINING CLASSROOMS

Prineville PD currently conducts classroom training at a conference room in the Crook County FD fire hall and a room at the police department building. They also use the Carry Foster Hall at the fairgrounds.

The Crook County Sheriff's Office has a single training room capable of accommodating approximately 20 students for classroom-type training. They also use the Lutheran Family Services Conference Room, the Prineville Police Department, and the Crook County Fire Hall.

Jefferson County Sheriff's Office uses its conference/meeting/training room for defensive tactics, Taser training, and CPR/first aid training.

REALITY-BASED TRAINING

The Jefferson County Sheriff's Office has utilized schools for active shooter training.

DESCHUTES COUNTY 9-1-1 SERVICE DISTRICT

The 911 Center is located at 20355 Poe Sholes Drive in Bend. Dispatcher training is conducted in two training rooms. One of the rooms is also designated as the County Emergency Operations Center (EOC). The other room is a dedicated four-position dispatcher training room.



FIGURE 6 - DESCHUTES COUNTY 911 TRAINING ROOMS; SHARED WITH EOC (L); DEDICATED 4-POSITION ROOM (R)

CENTRAL OREGON COMMUNITY COLLEGE (COCC)

The Central Oregon Community College (COCC) Fire Program is IFSAC Degree Assembly accredited and prepares students to test for international certifications based on the International Fire Service Accreditation Congress (IFSAC) system. COCC is state Department of Public Safety and Standards Training (DPSST) accredited and a National Fire Academy Fire and EMS Higher Education (FESHE) recognized program.¹ The Fire and EMS Programs are offered at the COCC campus in Bend.

STRUCTURAL FIRE SCIENCE PROGRAM

COCC Structural Fire Science Program serves its communities by providing lifelong learning opportunities through quality education for emergency personnel. It strives to enhance opportunities, to prepare providers for future employment, and ensure that education and skills remain abreast of rapidly evolving advancements and pursuits of continuing education.

The AAS degree in Structural Fire Science is designed to provide students with the necessary skills, knowledge and abilities to enter the fire service or to increase skills, knowledge and abilities for those already employed as a firefighter. This degree is used to build technical skills and knowledge necessary for employment in rural fire protection districts, volunteer fire protection agencies and private or public fire departments. The program requires significant on-the-job training (OJT) in participating area fire agencies, where students receive hands on training in fire and emergency medical skills. Current COCC students are affiliated with local fire departments, emergency medical providers and wildland fire agencies.

WILDLAND FIRE SCIENCE

At COCC, some of the best instructors in the Northwest provide students with the hands-on training needed to manage controlled burns, implement fuels planning, work with fire suppression tactics, and more. All classes are designed to meet US Forest Service requirements, as well as those of other government wildland fire management agencies. COCC offers both an associate of applied science and a certificate program in Wildland Fire/Fuels Management (Online Catalog). COCC also provides fire S-courses for the East Slope Training Region.

The COCC *Wildland Fire Career Pathway* is designed to create educational "stepping stones" for advancement of workers and jobs seekers. It illustrates the steps needed through education, work experience and on-the-job training to enable students to combine school and work and advance over time to better jobs. Note: This program is open to current employees of forest management agencies or graduates of forestry programs only.

ASSOCIATE OF SCIENCE (AS) DEGREE - PREPARATION FOR TRANSFER TO EASTERN OREGON UNIVERSITY

¹ <https://www.cocc.edu/programs/structural-fire/default.aspx>

The AS degree is intended to prepare students to transfer to Eastern Oregon University's Fire Service Administration (FSA) degree and is designed for students seeking a career in the fire service industry or upgrading their skills for current fire service employment. The program meets or exceeds the required technical skills and knowledge necessary for employment in many fire service organizations throughout the country.

EMERGENCY MEDICAL SERVICES

An AAS degree in Paramedicine contains many courses to develop technical skills and knowledge for employment and advancement in pre-hospital employment. The program is challenging and will require participants to spend many additional hours in clinical and field settings. The program contains certification requirements at the Emergency Medical Technician (EMT), Advanced EMT, and Paramedic levels. Students will need to test through the Oregon Health Authority to complete certification. All applicants wanting to test with the Oregon Health Authority at the Paramedic level must show proof they have completed an associate degree or higher.

The COCC paramedic program is accredited by the Commission on Accreditation of Allied Health Education Programs upon the recommendation of the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions (CoAEMSP).¹

EXISTING TRAINING CONDITIONS – ISSUES AND CONCERNS

IBG and the Participating Agencies have identified several issues and concerns directly related to the existing locations at which they currently conduct their training. The benchmark for modern, progressive public safety training is to conduct training in a **SAFE, SECURE, and CONSISTENT** environment. IBG has concluded that, in many instances, the locations currently being used by these departments fall short in one or more of those areas.

1. The use of schools, acquired structures, city parks, commercial buildings, etc. for **reality-based law enforcement scenario training** (such as active shooter) puts police officers in an unsecure environment. It is common practice to assign one or more armed officers to the perimeter of the training area to provide security for the officers involved in the training scenario. This in turn may introduce live-fire ammo adjacent to a simulated weapon use training area.

In addition, the process of locating, gaining permission, and ensuring the safe use of acquired structures, commercial buildings, and strip malls, etc. for reality-based training is very labor intensive. In general, simulated/reality-based training locations are not readily available in the region. In addition, the Participating Departments do not have the training staff to regularly support this approach to scenario-based training. In short, these locations do not support the concept of a safe, secure, and consistent training environment.

2. The region's fire departments cannot continue to rely on "acquired structures" for live burn training or other types of high-impact training evolutions. Regulations and standards for preparing an acquired structure for live burn (or other high-impact) training have become onerous. The amount of work necessary to prep a building has become such a huge burden on department training staff it has effectively ended the practice. Further, the timing of acquisition cannot be controlled and Departments in the region are severely limited as to the times they can conduct the training due to wildfire hazard in the summer and fall, as well as the significant snowfall in the region that prevents them from training in acquired structures in the winter.
3. The Participating Agencies (both Fire and Police) do not have local access to a **dedicated driving skills** area. Fire Departments are typically forced to make due with inadequately-sized areas at their fire stations or drive at publically or privately-controlled parking lots in their communities. Conducting drivers training at public and private parking lots is inconsistent with doing so at a safe, secure, and consistent location. For example, obstacles such as light poles and barriers may be present, which could pose a collision hazard. Use of these parking lots are subject to permission by the owners; the departments cannot depend on their availability. By their very nature, these parking lots are open to traffic and are not generally secure. In addition, these parking lots are not typically designed for the type of use and weight loads imposed on them by public safety vehicles, such as large fire engines. Damage can and does occur, and the City is responsible for the cost of repair and any associated potential personnel or property liability issues that may arise. Redmond FD used to be able to drive in the area around the Forest Service buildings but their fire apparatus damaged the asphalt.

Police Departments mainly depend on the use of driving areas that are under the tight control of other entities (such as the Redmond Airport and Madras Speedway). Redmond Airport driving area use is limited at times due to the staging of air tankers.

¹ <https://www.cocc.edu/programs/ems/default.aspx>

4. The region's fire departments do not have local access to a high-quality, realistic, dedicated **technical rescue/confined space** training area. Given the rapid rate of development and construction in the region, the need for specialized training in such disciplines as trench and confined space rescue is very real.
5. The region's fire departments do not have adequate local access to high-quality, realistic **hands-on skills** training areas. This includes locations and props for hose deployment evolutions, building search, ladder deployment, etc. There is a lack of buildings available for multi-story residential and commercial building training evolutions. This leads to a serious lack of multi-company training for in-service personnel.
6. The region's police departments do not have access to a **dedicated indoor shooting range**. The Bend PD range is outdoors and winter weather limits its use for training from November through March each year.
7. Overall, there is a lack of adequately-sized dedicated **classrooms** where the region's public safety agencies can conduct their didactic training and host specialized classes and instructor-level courses benefitting their personnel and first responders from throughout the area.
8. Although COCC has adequate classroom space at its Bend campus to accommodate its Fire and EMS programs, it does not have the capability for hands-on training there. Students must relocate to a variety of training locations at fire departments throughout the region to receive critical hands-on training. COCC could potentially conduct most, if not all, of its hands-on training at RESTCC.
9. Many of these same issues and concerns were also noted in the *Central Oregon Emergency Services Center Viability Assessment*:

"The primary existing facility deficiencies reported by survey and focus participants are: classroom space, emergency vehicle driving course, and a live-fire training structure. Secondary facility deficiencies include: mock city, hazardous materials training, tactical training room(s) (e.g. mat, defensive tactics, etc.), shooting range (indoor), technical rescue, water rescue, and urban search and rescue (confined space)."¹

Key Findings in the report included:

- "Insufficient quantity of adequately sized classroom space to meet existing training needs. Agencies compete for the limited number of available classrooms. Many classes have waiting lists because available classrooms cannot accommodate the number of registered students."
- "Lack of Emergency Vehicle Operations Course. There is no dedicated place for public safety personnel to conduct driver training. Agencies rely on irregular access to regional facilities (such as parking lots or snow parks) that are not designed for emergency vehicle operations training."
- "Lack of live-fire training tower/building. The lack of a live fire training facility means that many volunteer fire personnel have no experience in a live fire scenario. Career fire personnel cannot practice live fire situations in a controlled, training environment."
- "Lack of indoor shooting range. Law enforcement personnel have regular firearms training requirements across a range of environmental conditions. Current facilities cannot efficiently accommodate law enforcements firearms training needs due to weather, time of day (lighting), or shift scheduling constraints."
- "Lack of other tactical training resources. The Central Oregon region lacks other public safety training facilities including: Mock City, hazardous materials training, tactical training room(s) (e.g. mat, defensive tactics, etc.), shooting range (indoor), technical rescue, water rescue, and urban search and rescue (confined space), among others."
- "The region has limited dedicated 911 training facilities or ability to combine 911 training with live fire, law-enforcement, EMT, and multi-agency incident coordination training scenarios. Notably, simulated multi-agency emergency communication exercises provided tangible benefits during the 2017 eclipse and subsequent wildfire events."
- "Public safety professionals urgently need EVOC training, classroom instruction, and scenario-based tactical training facilities. Fire stakeholders highlight the need for live-fire training; law enforcement personnel emphasize the need for scenario-based tactical training facilities."²

Based on IBG's assessment of the Participating Agencies' current training needs and existing training conditions, we concur with the concerns and key findings articulated in the Central Oregon Emergency Services Center Viability Assessment.

¹ Central Oregon Emergency Services Center Viability Assessment

² Central Oregon Emergency Services Center Viability Assessment

EXISTING EMERGENCY MANAGEMENT/EOC/BACKUP 9-1-1 CONDITIONS

Many disaster events in the region require multi-agency, multijurisdictional emergency management coordination. Preparation for and response to the 2017 total solar eclipse and subsequent wildfire emergency confirmed this fact. However, the region currently lacks a dedicated Multi-Agency Emergency Coordination Center. When regional disaster events occur, local partners have to re-establish a coordination center on an event-by-event basis. This inefficient approach diverts emergency manager's attention away from incident response at a critical time.¹

Lack of multi-jurisdictional emergency operations center. When regional emergencies occur, emergency management personnel require immediate access to facilities, equipment, and communication capabilities. At the present time, multi-agency incident coordination capability has to be established on an emergency-by-emergency basis, often in inadequate, non-dedicated locations.

Lack of redundant 911 emergency dispatch capability. The region currently lacks adequate backup (redundant) 911 and emergency communication capability. This negatively impacts the ability to deliver redundant 911 and emergency dispatch services throughout the region. The Deschutes County 911 Backup Dispatch Center is located at 62420 Hamby Road on the first floor-north end of the east Bend Fire Station. It is in a very small, cramped room with only four dispatcher positions.

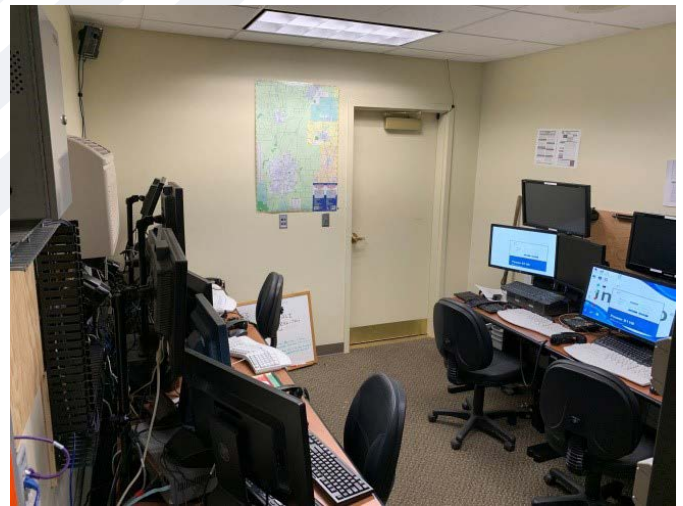
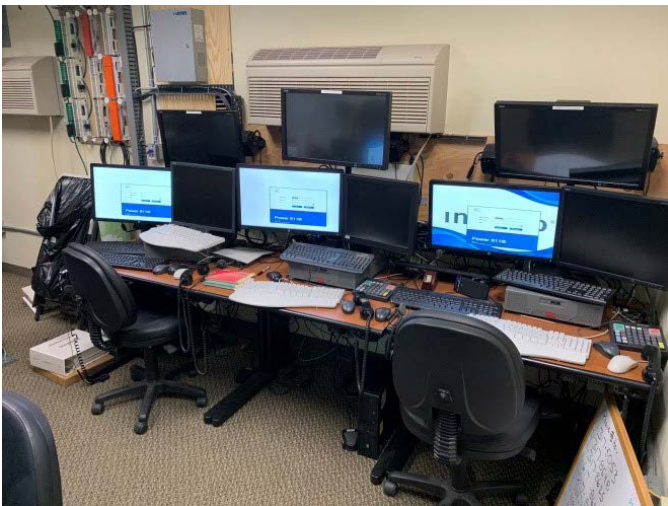


FIGURE 7 - DESCHUTES COUNTY 911 BACKUP DISPATCH CENTER

Central Oregon needs a Multi-Agency Emergency Coordination Center. A dedicated regional incident coordination center designed to support regional emergency management operations would allow emergency managers to respond quickly to the growing number of chronic inter-local, multi-jurisdictional emergency events. Furthermore, large-scale events like a Cascadia subduction zone earthquake will require significant incident coordination and emergency response capability in Central Oregon.

¹ Central Oregon Emergency Services Center Viability Assessment

SITE LAYOUT CONSIDERATIONS

SITE SELECTION CRITERIA

According to DPSST Director Eriks Gabliks: *"This is an amazing opportunity for Central Oregon and it's important that the property be secured while it is still available. Development of the venue could take place over years as funds are available. It's also important to consider future development so having adequate buffer space is also essential to avoid environmental concerns raised by neighbors down the road on issues such as noise from firearms or emergency vehicle operations or smoke from live-fire training. I share this simply as every training venue we have visited over the past 20 years has said we should have asked for more land. Not necessarily for training space but to be good neighbors and to avoid what many call an attractive nuisance that training venues become to interested parties. We also know with the growth of Central Oregon, open space and property such as that which is available to you now will not be there forever. It's an amazing opportunity that is worth exploring with passion. While DPSST is not able to contribute funds to the project we would be interested in exploring the option of moving our regional fire and law enforcement training coordinators from their current office space with Redmond Fire & Rescue to the new venue once its operational. We would pay a standard rental rate for our office space needs as we do now."*

POTENTIAL TRAINING CENTER SITE(S)

The Project Team performed an extensive criteria-based site search and evaluation process. The following criteria was employed to narrow and focus potential sites for deeper due diligence and examination.

- Parcels of available land that could support a project site of approximately 50+ acres that are either owned or in control by potential jurisdictional project partners.
- Parcels of available land that could support a project site of approximately 50+ acres that are currently available within the real estate market.
- Parcels of approximately 50+ acres with current and future adjacent compatible uses.
- Parcels of approximately 50+ acres in size centrally located to reduce drive times and associated operational costs for public safety personnel traveling to the training facility.

The following drawings provide a conceptual site plan for the RESTCC based on the training hours, facilities, and equipment requirements needed to meet the training demand identified in the needs assessment.

CONCEPTUAL SITE PLAN

The approximate 95-acre facility located at the "Old Public Range Site" in Redmond, is designed to allow concurrent use of training facilities by police and fire without disruption of training by either. The facility includes a 85,000 sf Classroom/Training Building, a two story high bay practical applications bay, a four story drill/training tower and three story clean Class B burn building, two story Class A burn building, driving track integrated into a tactical village, skills pad with straight away and perimeter live fire and transportation emergency props., 25 yard tactical 25 lane gun range, 50 yard fixed point 25 lane gun range, 100 yard fixed point 4 lane gun range, a driving skills pad, tactical village, space for K-9 training. The training site also includes props for urban search and rescue, confined space, collapsed trench, vehicle extrication, and hazardous materials containment training.

Key design elements include:

- | | |
|---|--|
| • Detention Pond | • Confined Space and Trench |
| • Administration and Classroom Building | • Roof Training |
| • Gun Range Support | • Vehicle Extrication |
| • 25 yard, 25 lane Tactical Gun Range | • USAR Building |
| • 50 yard fixed point 25 Lane Gun Range | • Class A Burn Building, two story |
| • 100 yard fixed point 4 lane Gun Range | • Drill Tower, 4 Story with Class B burn props |
| • High Bay / Practical Apps | • Tactical Village / Street Grid |
| • Drafting Pit | • Skills Pad |

Following the conceptual site plan(s) reflect a phased approach leading to a full buildout.

MASTER SITE PLAN



Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29 3003.430.00

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PHASE 1A



Scale: 1" = 200'

Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29 3003.430.00

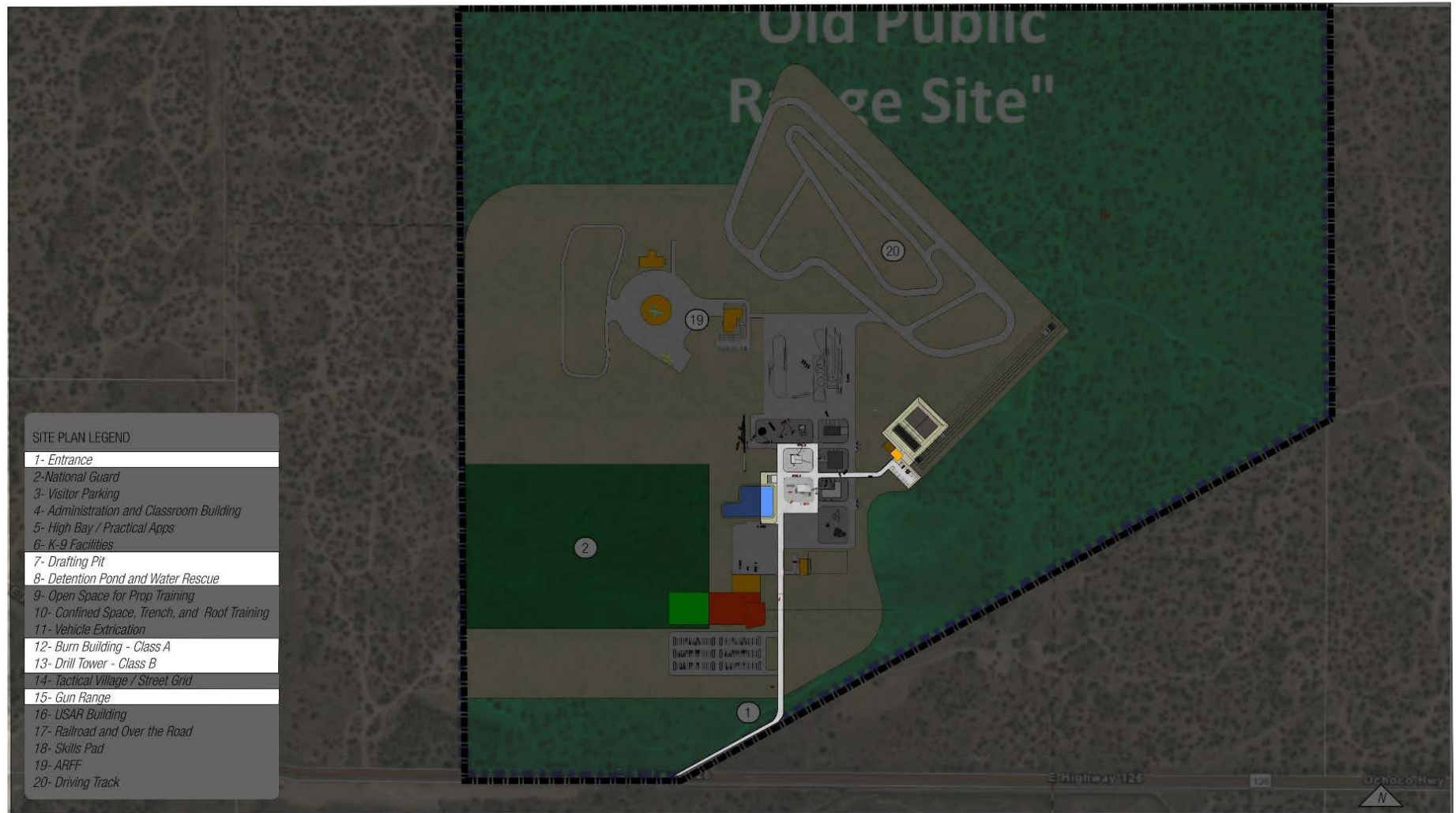
PHASE 1A
\$9.5 mil Phased Cost
\$9.5 mil Cumulative Cost

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PHASE 1B



Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29

3003.430.00

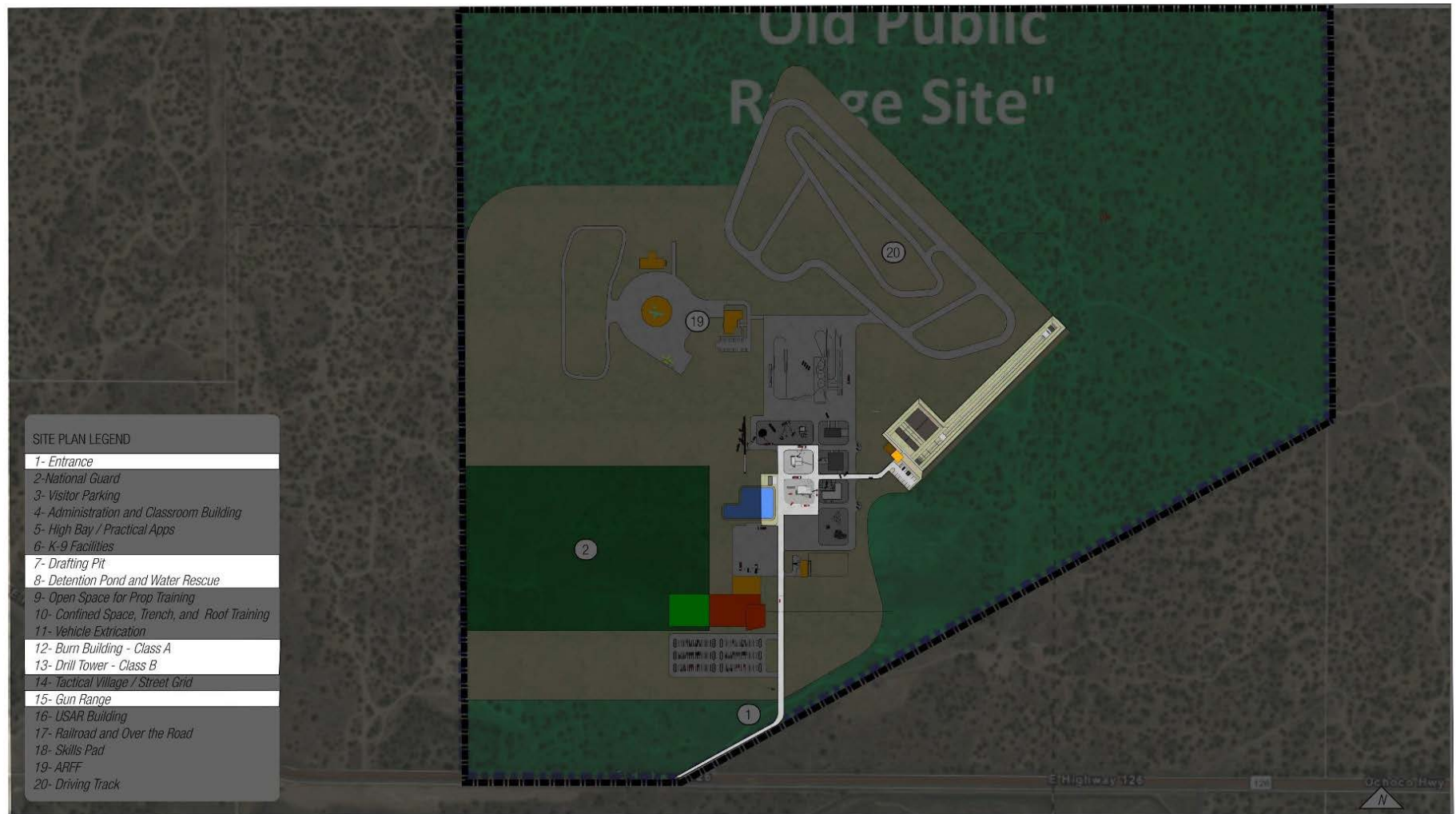
PHASE 1B

\$5.2 mil Phased Cost

\$14.6 mil Cumulative Cost



PHASE 2



Scale: 1" = 200'

Site Master Plan
 Central Oregon Public Safety Training Center
 2020-08-29 3003.430.00

PHASE 2
\$1.4 mil Phased Cost
\$15.9 mil Cumulative Cost

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PHASE 3



Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29

3003.430.00

PHASE 3
\$7.0 mil Phased Cost
\$23.0 mil Cumulative Cost

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PHASE 4



Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29

3003.430.00

PHASE 4

\$23.4 mil Phased Cost

\$46.5 mil Cumulative Cost

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PHASE 5



Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29

3003.430.00

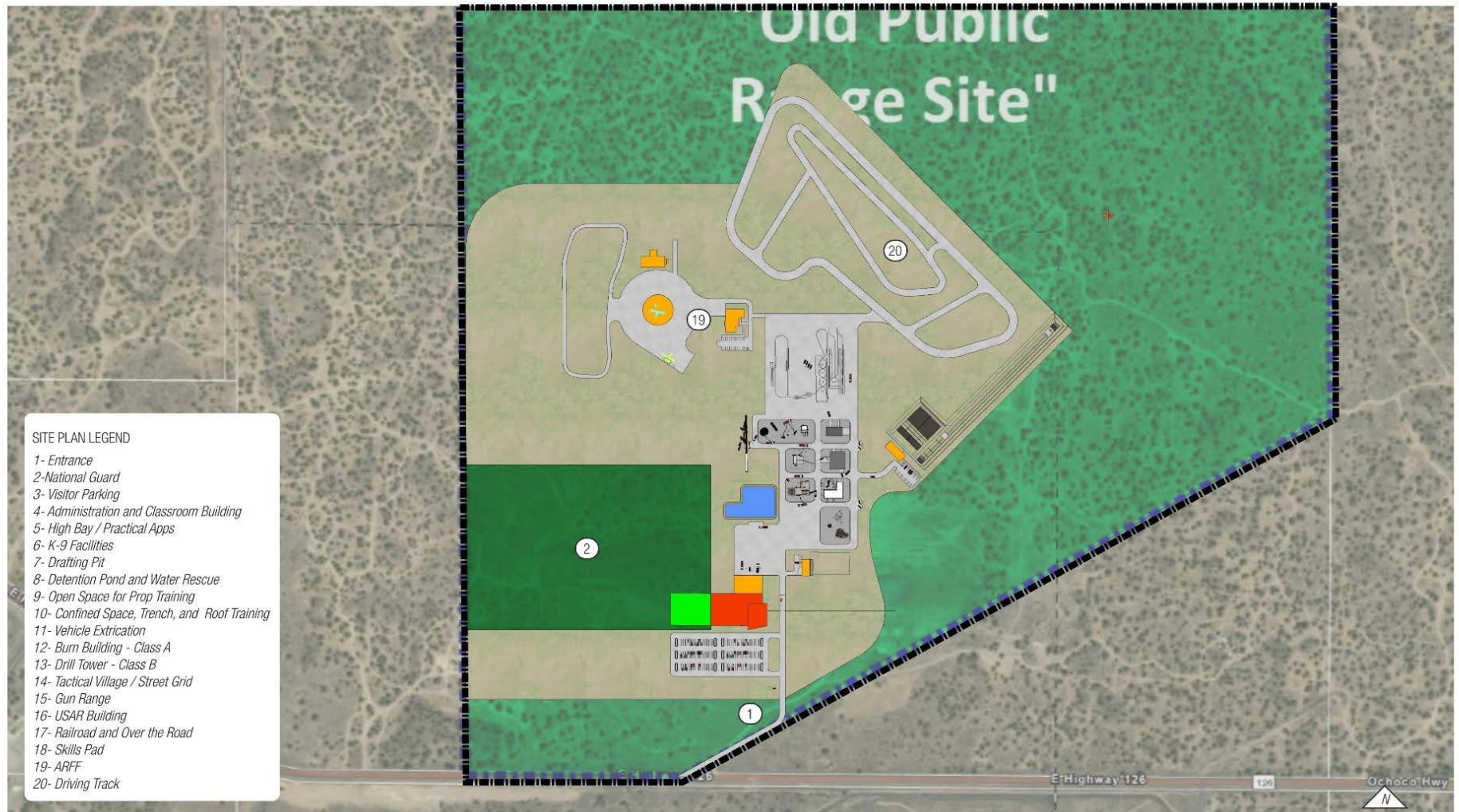
PHASE 5
\$17.6 mil Phased Cost
\$64.1 mil Cumulative Cost

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PHASE 6



Scale: 1" = 200'

Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29 3003.430.00

PHASE 6

\$34.9 mil Phased Cost

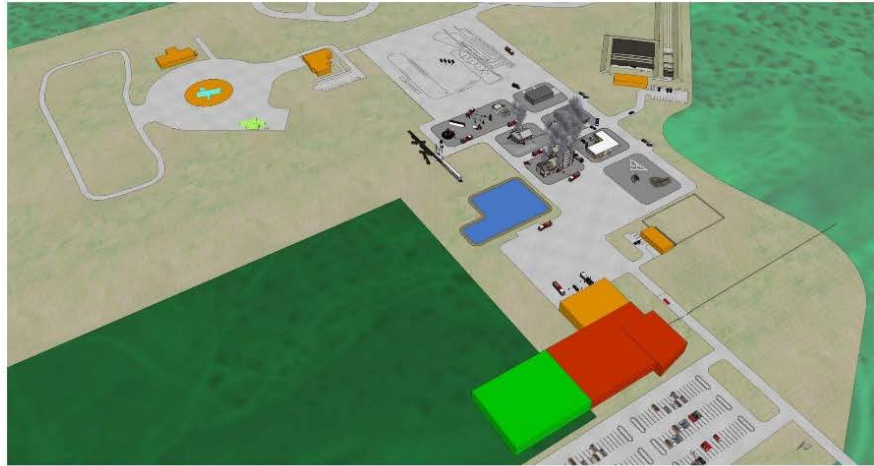
\$99.4 mil Cumulative Cost

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MASTER PLAN – PERSPECTIVE VIEW



Master Plan Perspective



Master Plan Perspective



Master Plan Perspective



Master Plan Perspective

Site Master Plan

Central Oregon Public Safety Training Center

2020-08-29 3003.430.00

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FACILITY PROGRAM

Guided by the information developed in the detailed Needs Assessment section of this report, the Steering Team has identified the major components of the training center that are vital to sustaining and enhancing the Participating Agency's training programs. The following chapter lists and describes the buildings, facilities, and props that will be located at the training center.

FACILITY AND EQUIPMENT PLAN

OFFICE SPACE AND ADMINISTRATIVE HUB

The training center will be a state-of-the-art classroom and administration building, site plan # 3. The building, at full buildout, will be approximately 85,000 square feet. The building will house office space, various multiple classrooms, a defensive tactics training room and a simulations classroom. In addition, there will be public restrooms, meeting and conference rooms, a library, auditorium and complete locker rooms and showers for instructors and training personnel.

CLASSROOMS

The training center needs a variety of different classrooms to conduct the required training. The center must accommodate classrooms for traditional podium lectures and hands-on lab exercises, as well as outdoor training venues with props. Types of classroom needs were identified during the assessment process. Below is a description of each classroom type:



FIGURE 8 - TYPICAL CLEAN CLASSROOM

- Standard Clean Classrooms – Each clean classroom will accommodate various student capacities based on the needs assessment data and with an instructor's podium. Each classroom will use "smart" technology such as LCD projector, DVD player, and computer access. Based on the data from the needs assessment the clean classroom(s) may double as computer enabled classroom(s) with Wi-Fi capability.

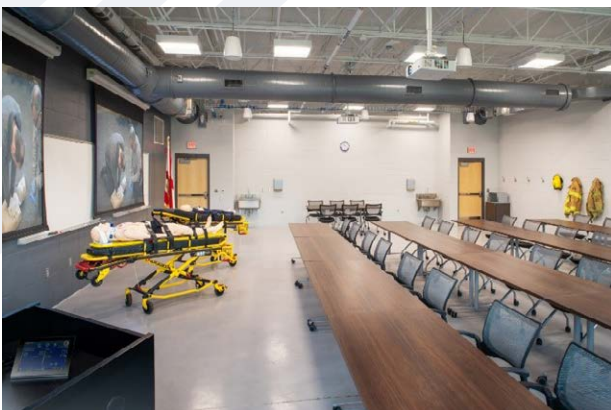


FIGURE 9 - TYPICAL PRACTICAL "DIRTY" CLASSROOM

Photo Courtesy RDG Planning & Design

- Practical Classroom "Dirty Classroom" – This type of classroom will be used for multiple purposes. It will be larger than the standard classroom to accommodate equipment-based training, such as hands-on lab exercises and tabletop equipment demonstrations. The practical classrooms will be situated with direct access to the outside training drill area, allowing for immediate passage to outside props.



FIGURE 10 - TYPICAL TACTICAL PADDED CLASSROOM

Photo Courtesy RDG Planning & Design

- Tactical Padded Classroom – This classroom will be used for physical conditioning, arrest methods and defensive tactics training. Wall mats are permanently attached to the walls, while floor mats can be removed so the room can be used as a general classroom when not used for defensive tactics training.

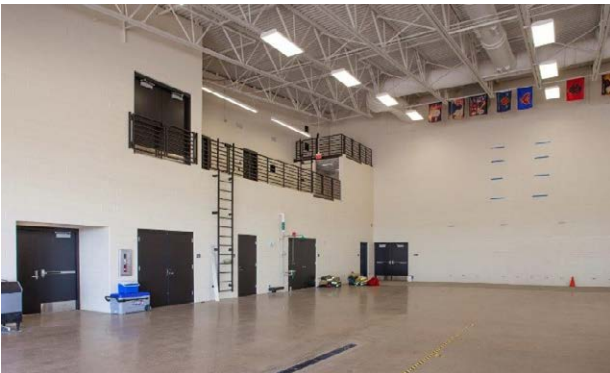


FIGURE 11 - PRACTICAL APPLICATIONS BAY

Photo Courtesy RDG Planning & Design



HIGH BAY PRACTICAL APPLICATIONS

This area, site plan Item #6, is in the administration/classroom building and will be high (2 stories) and wide with no columns. This open area building will be used for multiple exercises such as high angle rescue, ground and aerial ladder drills, apparatus placement, high rise hose evolution, and rappel entry and exit training. The building will allow for in-door fire training apparatus.



FIGURE 12 - TYPICAL OUTDOOR TARGETING AND BULLET TRAP

Photo Courtesy RDG Planning & Design

OUTDOOR GUN RANGE

The 25-lane gun range has been considered with safety and efficiency as top priorities. A baffle system made of ballistic steel, wood, and acoustical tiles will provide protection from bullet ricochet, spatter and escape as well as sound abatement. The firearms training facility will accommodate the most realistic training possible while providing a comprehensive, safe environment. The target systems are designed to facilitate qualifying and flexible “move and shoot” training scenarios. Below are detailed descriptions with size estimates of the major design components for the training center.



FIGURE 13 - TYPICAL GUN CLEANING ROOM AND TARGET CONTROL ROOM

Photo Courtesy RDG Planning & Design

- Gun Range and Support – This area consists of the firearms training range, which is configured as a, 25-lane, 50-yard fixed point and 25-yard tactical range with a lighting and target control booth. Other space required at the range include:
 - Armor area for gun storage, repair and maintenance rooms
 - Ammo storage room
 - Weapon cleaning room
 - Targeting System
 - Range storage room
 - Restrooms



FIGURE 14 - TARGET SYSTEM

Photo Courtesy RDG Planning & Design

- Range Bullet Trap – An environmentally friendly bullet containment system will be used. The design type of the bullet containment system has not been finalized. There are three commonly recognized bullet trapping systems for outdoors: 1) steel trap system, 2) rubber trap system and 3) earth backstop trap system. The following is a short laypersons description of each type of system. This information has been extracted from manufacturer's product literature.
 - Steel Containment System - The steel containment system will protect the shooters by using a gently sloping steel-plated funnel to direct rounds into a collection chamber where they will be safely contained. Because the low impact angle on the plates prevents bullets from breaking up on initial impact, splatter and ricochet are not concerns, even when rounds are fired at very close distances. A computer-controlled moving target system will provide solid, realistic, ongoing, and verifiable training.
 - Rubber Trap System – This system can be used with all pistol, shotgun, and rifle rounds up to 50 BMG. The granular rubber is made from recycled tires and is a cost-effective solution that will last indefinitely with regular maintenance. Bullet trap maintenance includes raking and lead removal after inspections or approximately 100,000 rounds have been fired per lane. Granular rubber absorbs incoming rounds reducing bullet fragmentation. Reduced fragmentation limits lead dust in the air which limits lead exposure to range users.
 - Earth Backstop: This system can be used with all pistol, shotgun, and rifle rounds up to 50 BMG. Backstops may be constructed with fill of any description, but on the side facing the shooter, a minimum of 18" - 24" of rock-free earth is required to reduce possible ricochet. Where not possible recommend rocks no greater than ¾" in size. The utilization of Geotextile materials can aid with the construction of the backstop if needed. The minimum height of the earth backstop shall be 20' high.
- Range Noise Consideration – In order to ensure a safe and noise compliant range it should meet the US Army Corps of Engineers noise performance criteria for shooting ranges. Which is an ASTM RT60 requirement to meet a 1.3 second reverb time across all octaves from 125 Hz to 8000 Hz. frequencies. Also, the range noise range limits must comply with OSHA CFR 29 noise exposure limits.¹

¹ Data provided by Troy Acoustics Corporation - <http://www.troysoundwalls.com/>

**FIGURE 15 - DRIVING SKILLS PAD****DRIVING SKILLS PAD**

The driving skills pad is approximately 400' x 400' where police officers and firefighters will practice a wide variety of driving techniques. These may include (but are not limited to):

- Skid control techniques during controlled braking exercises.
- Straight line skids and 90 degree turning skids.
- The pad may also be used to set up various slow speed exercises using traffic cones.
- Officers will apply learned techniques for serpentine, 9-3 steering, shuffle steering, lane changes, backing, and parking.

Following are various types of training that can be performed on the driving skills pad.

Typical Driving Skills Pad Training Scenarios	
Serpentine steering	High risk stops
Diminishing clearance exercises, primarily for large rigs	Braking techniques (ABS and non-ABS)
Confined space turns	Combined pursuit techniques
Offset alley maneuvers	Skid control practice
Four-corner exercises to acquaint drivers with the location and clearance of each side of the car	Proper seating and steering techniques
Emergency driving maneuvers	Controlled braking
Urban environment driving techniques	Proper backing techniques and practice
Complex cone course driving	Vehicle dynamics training

OPEN TRAINING PAD AREA

This concrete pad, adjacent to the Skills Pad, will be a central training venue for many large, open space training activities such as:

- Mass trauma response exercise
- Automobile extrication exercises
- Active shooter tactic response
- "CERT Rodeo" events for community response drills (portable fire extinguisher; sandbags; light debris removal, etc.)
- Natural disaster large functional response exercise
- Mobile Field Force/Crowd Control

SPECIALIZED FIRE TRAINING AREAS**DRILL TOWER AND CLASS B BURN BUILDING**

This stand-alone training building is designed for maximum training scenarios and evolutions for both fire and police. It will be located in the street grid, adjacent to the driver's skill pad and the Class B Burn Building to provide building approach training. Designed to provide interior or exterior training exercises, it will have two exterior and two interior stairs allowing for multiple drills to occur at the same time. Openings (simulated windows) on all sides will be gated to ensure trainee safety. Roof chop-out areas provide roof entry and ventilation exercises. All floors will be sloped for water drainage.



FIGURE 16 - DRILL TOWER, AURORA CO

Photo Courtesy RDG Planning & Design

Typical training scenarios for the building include:

- Computer controlled gas simulation
 - Home, industrial, and office fires
 - Smoke and flashover simulations
- Ground ladder training
- Hose advancement
- Fire department connection (FDC) operations
- Fire sprinkler operations and standpipe training
- Rappel entry and exit
- Over parapet, balconies, door and windows
- Flat and Rough walls
- Large double tie-off for safety and minimize wear on ropes

- Door, wall, ceiling and roof breaching
- Flexible maze panel system
- SCBA awareness
- Firefighter escape system training
- High-rise situation protocols
- Fire command and control
- Vertical and horizontal ventilation operations
- Confined space
- Building searches, and room clearing

* The building will be designed to meet the requirements of NFPA 1402, "Guide to Building Fire Service Training Centers".



FIGURE 17 - BED GAS-FUELED LIVE FIRE PROP

Photo Courtesy RDG Planning & Design

LIVE FIRE SIMULATORS

Gas-fueled, computer-controlled live fire training systems located inside the Drill Tower, Class B Burn Building provide many training advantages. These systems realistically recreate fire emergencies in a controlled environment. The heart of the training is a computer-controlled system with multiple built-in safety features. Each scenario can be generated by the instructor, who determines the flame height, rate of fire growth, fire spread, and ability to create a controlled flashover.¹ The system constantly monitors the environment in the burn rooms to keep conditions within acceptable limits. If a firefighter experiences an actual emergency, such as a malfunctioning SCBA, the system can be shut down with the push of a button. Once the emergency button is pushed, the control system automatically shuts down the gas flow, extinguishes the fire, and ventilates the heat and simulated smoke from the building. Even though a gas-produced fire is just as hot as fires used in traditional fire training, the gas fire is controlled and limited in duration to reduce thermal stress on the burn building.

With the use of gas-fueled training props, environmental compliance is easily achieved. Training fires fueled by natural gas or propane do not produce the volatile organic compounds and soot associated with conventional combustibles. To add realism, these systems also have smoke generators to obscure vision and match common field conditions. Even this "smoke" is an environmentally benign aerosol fog. Because no actual products of combustion are created, the system is 100% environmentally friendly. In addition, a gas-fueled system can be used year-round, thereby allowing training fires to continue even on "no burn" days that prevent other facilities from conducting live burns. Gas-fueled burn buildings are currently used across the United States and even operate close to suburban neighborhoods without adverse effects on residents or the environment.

¹ The stage of a fire in which a room or other confined area becomes heated so much that flames flash over the surface of the area.



**FIGURE 18 - TYPICAL
FLASHOVER PROP**

Courtesy Fire Blast Inc. Area

FLASHOVER LIVE FIRE PROP

The flashover prop, located within the Class A Building, trains firefighters to recognize conditions that lead up to a flashover event and learn techniques (known as Phase 1 capability) to delay this phenomenon—in a controlled, repeatable setting. The burn system combine purpose-built training units that train firefighters on fire behavior. The flashover prop will have capability up to the Phase 2 level. Meaning it will also have the ability to train students to recognize a room's fire condition, advancing a hose line, applying nozzle patterns, and ventilating fire gases through hydraulic ventilation methods.



**FIGURE 19 - MULTI STORY BURN BUILDING,
AURORA, CO**

Courtesy RDG Planning & Design

CLASS A BURN BUILDING

Designed to provide Class A fire training to recognize real fire behavior and heat, this building will be approximately 4,000 square foot (including roof training) designed to simulate a ranch style house with walkout basement and/or two-story house with an option of an attached garage. Burn room walls, floors and ceilings are protected to provide years of training use. Rooms are configured for maximum flexibility to simulate kitchen, bedroom, living, closet, storage, bathroom and attic spaces.

Typical training scenarios for the building include:

- Real fire behavior
- Ground ladder training
- Hose advancement
- Fire department connection (FDC) operations
- Fire sprinkler operations
- Rappel entry and exit
 - Over parapet, balconies, door and windows
 - Flat and Rough walls
 - Double tie-off for safety
 - Large tie-off anchors to minimize wear on equipment
- Door, wall, ceiling and roof breaching
- SCBA training
- Firefighter escape system training
- Vertical and horizontal ventilation operations
- Confined space
- Building searches, and room clearing
- Basement-level entry exercises

** The building will be designed to meet the requirements of NFPA 1402, "Guide to Building Fire Service Training Centers".*

OUTDOOR PROP TRAINING AREA

Based on the Fire Department Training Needs Assessment, the Project Team has identified several specialized training props and areas that are needed to support and enhance the Partner Departments' training programs.



FIGURE 20 - TYPICAL VEHICLE LIVE FIRE PROP

ENGINE DRAFTING PIT

Fire apparatus will conduct drafting operations and pump testing at this location. It will be located near the training grounds entry for easy apparatus access and its water supply will be integrated with that prop by city water. The pad surrounding the pit will be designed to support the weight of the Department's apparatus. Fire apparatus will have the ability to draft or use a hydrant located in the area. The piping system will be designed to recirculate discharge water.

VEHICLE EXTRICATION PAD

Vehicle extrication training will take place near the USAR and Class A Burn Buildings described above.



FIGURE 21 - TRENCH TRAINING PROP



FIGURE 22 - USAR URBAN SEARCH & RESCUE
Courtesy RDG Planning & Design

VEHICLE LIVE FIRE TRAINING PROP

The vehicle live fire simulator allows students to experience various live fire scenarios involving a motor vehicle. The prop is equipped with propane gas burners that simulate an engine compartment fire, passenger compartment fire.

ROOF/VERTICAL VENTILATION PROP

A ground level multi-pitched roof ventilation training props designed to allow students to have the opportunity vent a roof using various types of equipment and techniques. The simulator can be changed to reflect various materials and construction types.

USAR TRAINING AREA

The following multiple technical rescue prop areas are essential training tools for all personnel, and, in particular, the members of the Technical Rescue Teams. These props are designed to meet a variety of training mandates and they will maximize the educational benefit of training and provide a safe training environment. These props will also be built to any new or anticipated Federal Emergency Management Agency (FEMA) training requirements.

CONFINED SPACE PROP

It will include a variety of above ground and below ground pipes, vaults, etc. as well as at least one above ground tank with hatch.

TRENCH RESCUE PROP

It will be a permanent concrete "simulated" trench designed to allow for shoring practice, etc.

URBAN SEARCH AND RESCUE PROP

This unique structure provides for four stories of pancake collapsed floors, horizontal and vertical breaching penetrations, movable walls and roofs as well as multiple levels of shoring.

ORGANIZATIONAL STRUCTURE

The foundation for a successful training center is a well-defined organizational structure and a mutually agreed-upon management plan. A strong organization and well-defined management plan will significantly reduce the operational problems that may occur.

GOVERNANCE

Based on its nationwide experience with multi-jurisdictional, multi-discipline training center organizations, IBG identified and presented a number of possible governance models to the RESTCC Governance Committee. Those models which seemed to have the most relevance to this project include:

1. Memorandum of Understanding (MoU). Various definitions of an MoU include:

- A Memorandum of Understanding (MoU) describes an agreement between two or more parties. It expresses a convergence of will between the parties, specifying an intended common line of action. It may be legally binding if specified.
- A Memorandum of Understanding (MOU) is a formal agreement between federal, state, or local government agencies; academic institutions; and other entities (e.g., non-profit organizations). The MOU constitutes an understanding between the parties but is a non-binding agreement.
- A memorandum of understanding (MoU) is a type of agreement between two (bilateral) or more (multilateral) parties. It expresses a convergence of will between the parties, indicating an intended common line of action. ... It is a more formal alternative to a gentlemen's agreement.
- MOUs specify mutually-accepted expectations between two or more people or organizations as they labor together toward a common objective. And here are two other touchstones of MOUs -- generally they're not legally binding, in part because neither party wants to deal with the ramifications of a binding agreement, and they don't involve the exchange of money.

Oregon Revised Statutes (ORS):

2. "ORS 451" County Service Facilities (Deschutes County 9-1-1 Center model). Some key elements of the statute:

Chapter 451 – County Service Facilities

451.010 Authorization to establish master plans and service districts; purposes. (1) Master plans and service districts may be established as provided by this chapter regarding:

- (j) Emergency medical services, including ambulance services.
- (m) Services related to the emergency communications system established under ORS 403.105 to 403.250.
- (n) Law enforcement services.

(2) Within the geographical jurisdiction of any local government boundary commission established by or pursuant to ORS 199.410 to 199.519, in addition to the purposes described in subsection (1) of this section, master plans and service districts may be established as provided by this chapter regarding:

- (a) Fire prevention and protection.
- (b) Hospital and ambulance services.

(3) Within the boundaries of any subdivision, service districts may be established as provided by this chapter regarding:

- (a) Fire prevention and protection.

451.420 District may construct and operate service facilities. When authorized as provided in ORS 451.410 to 451.610 a district may construct, maintain and operate any or all of the service facilities specified in ORS 451.010

3. "ORS 190" Agreement. An ORS 190 Agreement is an intergovernmental agreement between two or more public agencies that seek to foster efficiency and economy by promoting the use of existing resources; "furthering economy and efficiency in local government..." Some key elements of the statute:

Chapter 190 – Cooperation of Governmental Units; State Census; Arbitration

190.010 Authority of local governments to make intergovernmental agreement. A unit of local government may enter into a written agreement with any other unit or units of local government for the performance of any or all functions and activities that

a party to the agreement, its officers or agencies, have authority to perform. The agreement may provide for the performance of a function or activity:

- (1) By a consolidated department;
- (2) By jointly providing for administrative officers;
- (3) By means of facilities or equipment jointly constructed, owned, leased or operated;
- (4) By one of the parties for any other party;
- (5) By an intergovernmental entity created by the agreement and governed by a board or commission appointed by, responsible to and acting on behalf of the units of local government that are parties to the agreement; or
- (6) By a combination of the methods described in this section

190.080 Powers of intergovernmental entity created by intergovernmental agreement; limits; debts of entity; procedure for distribution of assets; rules. (1) An intergovernmental entity created by an intergovernmental agreement under ORS 190.010 may, according to the terms of the agreement:

- (a) Issue revenue bonds under ORS chapter 287A or enter into financing agreements authorized under ORS 271.390 to accomplish the public purposes of the parties to the agreement, if after a public hearing the governing body of each of the units of local government that are parties to the agreement approves, by resolution or order, the issuance of the revenue bonds or entering into the financing agreement;
 - (b) Enter into agreements with vendors, trustees or escrow agents for the installment purchase or lease, with option to purchase, of real or personal property if the period of time allowed for payment under an agreement does not exceed 20 years; and
 - (c) Adopt all rules necessary to carry out its powers and duties under the intergovernmental agreement.
- (2) Except as provided in ORS 190.083, an intergovernmental entity may not levy taxes or issue general obligation bonds.
- (3) The debts, liabilities and obligations of an intergovernmental entity shall be, jointly and severally, the debts, liabilities and obligations of the parties to the intergovernmental agreement that created the entity, unless the agreement specifically provides otherwise.
- (4) A party to an intergovernmental agreement creating an intergovernmental entity may assume responsibility for specific debts, liabilities or obligations of the intergovernmental entity.
- (5) Any moneys collected by or credited to an intergovernmental entity shall not accrue to the benefit of private persons. Upon dissolution of the entity, title to all assets of the intergovernmental entity shall vest in the parties to the intergovernmental agreement. The agreement creating the entity shall provide a procedure for:
- (a) The disposition, division and distribution of any assets acquired by the intergovernmental entity; and
 - (b) The assumption of any outstanding indebtedness or other liabilities of the entity by the parties to the intergovernmental agreement that created the entity.
- (6) An intergovernmental entity created by intergovernmental agreement under ORS 190.010 may be terminated at any time by unanimous vote of all the parties to the intergovernmental agreement or as provided by the terms of the agreement.

Although all of these Governance models have potential relevance to the RESTCC project, based on a discussion of the options, there was consensus among the Governance Committee to begin formalizing the governance concept with a Memorandum of Understanding (MoU) between the Participating Agencies. The idea is start with a less-formal structure and scale-up in subsequent years to a more formal ORS 451 or ORS 190 model as needed.

IBG recommends that the RESTCC MoU should include statements of:

- Mission
- Shared Values
- Guiding Principles
- Purpose
- Tasks and Responsibilities
- Desired Outcomes

MANAGEMENT PLAN

The Participating Agencies have indicated that they intend to use this Strategic Business Plan to assist them in developing a Management Plan for the RESTCC. This chapter provides various options for owning, staffing, managing, and operating the training center to meet its stated goals.

RESTCC OWNERSHIP AND STAFFING

Participating Agency Leadership must decide in what manner the training center site (land) and physical improvements (buildings and props) will be owned. Various models for training center ownership exist throughout the country. Below are some examples:

- One entity owns both the land and physical improvements.
- One entity owns the land; a different entity owns the physical improvements. In this model there is typically a lease agreement for the land.
- A separate, stand-alone entity (such as a Joint Powers Agency/Authority) is created by the Participating Agencies; that entity owns the land and physical improvements.
- A separate public or private-sector entity (such as a college or private foundation) owns the land and physical improvements; the training center is then leased to the partner public safety agencies.

Participating Agency Leadership must also decide in what manner the training center will be staffed and operated on a day-to-day basis. Training Center support positions typically include a training center manager/coordinator, maintenance/janitorial employee(s), I.T. support employee(s), and other similar non-training personnel. Nationwide, there are many training center staffing models that may be considered. Below are some examples:

- One entity provides all training center support personnel (including full-time and part-time positions); these personnel are employees of that entity.
- Each Participating Agency contributes its own personnel toward training center support staffing; this is typically done on a fair-share FTE basis. Personnel remain employees of each respective entity.
- A separate, stand-alone entity (such as a Joint Powers Agency/Authority) is created by the Participating Agency; that entity employs the support staffing.
- Dedicated support staff is minimized to a single key employee (training center coordinator); the other support positions (maintenance/custodial; I.T.) are contracted out to a private company. Below are several options for staffing the Training Center Coordinator position:
 - **OPTION #1: NEW FULL TIME EQUIVALENT (FTE) POSITION**
 - ◆ In this option, the Training Center Coordinator (TCC) is a newly-funded position. The TCC would be an employee of one of the Participating Agencies; all agencies would contribute their fair share toward the position's salary and benefits.
 - **OPTION #2: FULL TIME EQUIVALENT (FTE) POSITION USING EXISTING EMPLOYEE**
 - ◆ In this option, the Training Center Coordinator position would be filled by an existing employee currently working for one of the Participating Agencies. That employee would be shifted from their current job assignment to the new TCC position.
 - **OPTION #3: ASSIGN EXISTING TRAINING STAFF**
 - ◆ In this option, the Training Center Coordinator role would be filled by one of the Participating Agency's existing Fire or Police Training Officers. The responsibility for coordinating the Training Center would be blended and balanced with the Training Officer's current job responsibilities.
 - **OPTION #4: ASSIGN EXISTING TRAINING STAFF ON A ROTATIONAL BASIS**
 - ◆ Similar to Option #3, the Training Center Coordinator role would be filled by one of the Participating Agency's existing Fire or Police Training Officers. However, rather than a long-term assignment, the position would be rotated among the Participating Agencies' Training Officers periodically (perhaps every two to three years). The responsibility for coordinating the Training Center would be blended and balanced with the assigned Training Officer's current job responsibilities.

□ OTHER CONSIDERATIONS

- ◆ With respect to Options #3 and #4, it should be noted that currently, the Participating Agencies' training staffs are doing an excellent job managing their respective agency's training activities. Placing the responsibility for operating the training center on existing training staff may result in negative impacts. If current training staff were to absorb the increased workload brought about by the opening of the training center, the assigned individual may not be able to support his/her agency's training programs at a desired level. Conversely, if the staff member places his/her focus on agency training programs and away from the needs of operating the training center, it will not run as effectively and efficiently.

RESTCC MANAGEMENT

The following section includes role descriptions – not formal job descriptions – for each key RESTCC position.

TRAINING CENTER COORDINATOR

The role of the Training Center Coordinator is to ensure the effective and efficient day-to-day operation of the training center. Some of the key responsibilities of this position include:

- Ensuring that classrooms and other non-specialty props and training center assets are prepped and ready for scheduled training.
- Providing day-to-day guidance and assistance to training center users; troubleshooting problems that arise during the use of the facility.
- Generating work orders for facility maintenance and repairs.
- Coordinating all outside contracts and warranty work for the specialized props and equipment.
- Maintaining the training schedule in accordance with mutually agreed-upon scheduling policies and guidelines.
- Developing specific RESTCC SOPs and Standard Operating Guidelines (SOGs) as part of a User Group Team.
- Developing periodic reports for facility usage, performance measurement, etc.
- Handling billing for facility use; calculating and preparing invoices.
- Managing facility use agreements.

TRAINING OFFICER (POLICE, FIRE, EMS, EMD, 911)

The role of the Training Officer is two-fold: 1) to administer his or her respective Department's training program; and 2) to be an active participant and voice to a User Group Team and help ensure the smooth operation of the training center. Some of the key responsibilities of this position include:

- Supervising staff that directly provides the training.
- Ensuring his or her Department's respective needs for training center assets are identified, forecasted, and scheduled as far in advance as is reasonably possible and in accordance with the mutually agreed-upon scheduling SOP; ensuring that last-minute needs are communicated to others that may be impacted.
- Attending User Group Team meetings as needed and participating in those meetings as a collaborative member.
- Working with the Training Center Coordinator and the Training Staff to resolve scheduling conflicts with a collaborative and flexible approach.
- Ensuring that RESTCC buildings, props, and other assets are clean, orderly, and in good repair at the beginning and conclusion of training; this is largely accomplished through the Training Staff.

TRAINING CENTER STAFF CADRE (POLICE, FIRE, EMS, EMD, 911)

The role of the Training Staff is two-fold: 1) to deliver his or her respective Department's training; and 2) to help ensure the smooth operation of the training center. Some of the key responsibilities of these positions include:

- Providing new employee and in-service training as directed by the Training Officers.
- Ensuring that training center buildings, props, and other assets are clean, orderly, and in good repair at the beginning and conclusion of training.
- Ensuring that specialty props and training center assets are prepped and ready for scheduled training.
- Working to resolve scheduling conflicts with a collaborative and flexible approach.

TRAINING CENTER MAINTENANCE AND REPAIR

The role of maintenance personnel working at the facility includes basic services, such as preventive maintenance, minor repairs, etc. Maintenance staff may also be trained in the upkeep of specialized assets. In addition, this staff may be responsible for training instructors in the use and simple repair of equipment and props.

- Authorized Police and Fire Department personnel are permitted to perform minor repairs and simple fixes.

Custodial/janitorial services may be provided by one or more of the Participating Agencies' personnel, by contracting those services out, or by a combination of these two options.

TRAINING CENTER INFORMATION TECHNOLOGY (IT) SUPPORT

The role of IT personnel includes supporting all computers and other information technology (IT) equipment at the training center.

RESTCC OPERATIONS

All RESTCC users, including the Participating Agencies' personnel and those from external agencies, will comply with SOPs/SOGs as established by a User Group Team, and, in the case of individual police and fire training programs, by departmental policies and procedures. The following section identifies some of the key RESTCC operational considerations.

SCHEDULING RULES

The scheduling of classrooms, props, and training areas will comply with policies/guidelines as established by a User Group Team. The Training Center Coordinator is responsible for maintaining the master schedule. Participating Agency Training Officers will forward their requests, and the Coordinator will process those requests and schedule appropriately.

- Training directly related to the personnel of the Participating Agencies will have first and highest priority for use of the facility. Their approved requests will be placed on the master schedule first. They will have 24/7 access to the facility for approved training uses. These operational hours will not generally apply to outside agencies.
- Community-related use of the training center associated with Participating Agency Police, Fire, EMD, and EMS programs have second priority for facility use.
- Other Participating Agency departments (non-public safety, such as Public Works) have third priority for facility use.
- Outside public safety agencies have fourth priority for facility use.
- The operational hours for outside agency use of the facility is dependent on the availability of training facility staff or other public safety personnel. To ensure adequate security and oversight, at least one Participating Agency Police/Fire representative will be present whenever outside agencies are training at the facility.
- The master calendar will document all facility training activities for 12 months. The calendar will use an "80-20 rule", which recommends that the calendar will normally not be more than 80% scheduled, allowing 20% for discretionary use.
- The Training Center Coordinator will utilize Microsoft Outlook or a similar software-based tool for scheduling to ensure that conflicting events are not scheduled simultaneously. The Administrative Assistant will work with the Participating Agency Training Officers to ensure training in adjacent locations (two training activities being held near each other) does not create an unsafe environment.
- Participating Agency Training Officers will have ongoing access to the scheduling calendar and will advise the Training Center Coordinator of all canceled events.

ACCESS CONTROL

The granting of access to the training center and issuance of individual access cards will comply with direction from the Training Center Board and policies/guidelines as established by a User Group Team. The Training Center Coordinator will manage the access control/card access system for the facility. Levels of access must be established, i.e. who is able to access the facility and when. The Coordinator will issue security codes to necessary personnel.

SET UP/TEAR DOWN/CLEAN UP

The Training Center Coordinator (or his or her designee) will ensure that classrooms and non-specialty prop areas are set up and ready in advance of scheduled training utilizing those assets. Training Staff will ensure that specialty props are ready in advance of their scheduled use. All agencies using the facility are responsible for clean up after their training activities. They are expected to leave the site in the condition they found it. All tables must be set-up in the previous format upon conclusion of any classroom training session.

PARTICIPATING AGENCY DEPARTMENTS RESPONSIBILITIES FOR FACILITY USE

Any damage caused to the facility or equipment shall be reported to the Training Center Coordinator as soon as possible.

OUTSIDE AGENCY USE OF FACILITY AND EQUIPMENT

Outside user agencies that are granted permission when capacity exists to utilize the RESTCC for training purposes are required to complete an *Outside User Agreement* form. When an outside agency is granted use of the training center and its associated training equipment, the equipment and training areas shall be evaluated for condition and documented on the *Site Use Checklist* by the Training Center Coordinator or Training Staff. When the outside agency has completed its training, the Training Center Coordinator or Training Staff shall inspect the used facilities and equipment with a statement of condition being documented on the *Site Post-Use Checklist*. Any damaged facilities or equipment will be documented using the *Damaged Equipment Report Form*. The user agency will be invoiced for all facility and/or equipment damage at actual repair or replacement cost.

CONSUMABLES

Consumable items include plywood, sheetrock, salvaged vehicles, etc. The Participating Agencies will purchase their own consumable items out of their respective training budgets. Outside law enforcement agencies will bring their own targets, ammunition, and weapons to the facility. Outside fire service agencies will be charged for actual use of consumables on a pay-as-you-go basis.

STORAGE

The Participating Agency's personnel are responsible for keeping their respective storage areas clean and organized. Storage areas are intended for the storage of training-related tools, materials, and supplies only. Expanded use of storage areas and/or creation of new storage areas are not permitted without the approval of the User Group Team.

SAFETY PROCEDURE

All training requires the presence of a designated safety officer. The Training Center Coordinator or Training Staff will ensure that one is in place for outside user agency training activities. This may be a Participating Agency staff member or other approved personnel. Safety issues/concerns must be reported to the Training Center Coordinator or Training Staff immediately. Any injury incurred at the RESTCC must be reported to the Training Center Coordinator or Training Staff immediately.

FEE SCHEDULE

RESTCC resources may be rented to agencies, departments, institutions, and other approved entities that are not affiliated with the Participating Agencies at the rates published in the annual service fees schedule and upon acceptance of the training center Site Use Agreement. The Training Center Coordinator is responsible for renting training center assets to outside users on a space-available basis.

VEHICLES/PARKING

Vehicles regularly assigned to the RESTCC will be identified by sign or decal and will be maintained by their respective agencies. Parking inside the facility fence is dependent on training activities, which have first priority.

FINANCIAL ASSESSMENT

CAPITAL COSTS

In association with the Steering Team, IBG+RDG has developed a facility plan that reflects the RESTCC build-out strategy based on the identified training needs. The following construction cost estimate has been established based on the training center described in the Facility & Equipment Assessment section. The costs were developed based on local project experience, training-specific equipment costs from manufacturers, and IBG historical data from similar fire training center projects. The following tables summarize the cost elements of all areas of the Main Training Campus.

SUMMARY OF CAPITAL COST

Conceptual Opinion of Cost of Full Master Plan Summary		PHASE 1A	PHASE 1B	PHASE 2	PHASE 3	PHASE 4	PHASE 5	PHASE 6	MASTER PLAN
		Class A (2 Story) Burn Pad (8" Concrete), 25 Yard Tactical Baffled Range and Support Building	Add Class B Burn Building (4 story), Pump House and Recycling Pond	Add 50 yard fixed point range behind 25 yard tactical	Add 400'x400' Skills Pag (8" Concrete) & EVOC course (8" Concrete)	Add Class Admin Building, 8" Concrete Drice from Highway to Burn Pad, 5" concrete POV parking	ARFF	Remiander to Buildout	Master Plan - Includes Everything
August 29, 2020		\$9,461,482	\$5,131,891	\$1,368,332	\$7,090,265	\$23,460,961	\$17,626,505	\$34,925,969	\$99,461,030
01	Combined Education and Training Building	\$0	\$0	\$0	\$0	\$14,565,000	\$0	\$15,762,728	\$30,327,728
02	Drill Tower w/Class B Burn	\$0	\$2,966,000	\$0	\$0	\$0	\$0	\$200,000	\$3,166,000
03	Pumping Infrastructure	\$0	\$346,026	\$0	\$0	\$0	\$0	\$0	\$346,026
04	Class A Burn Building	\$1,078,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,078,000
05	Tactical/Search/Rescue Structure	\$0	\$0	\$0	\$0	\$0	\$0	\$253,000	\$253,000
06	Tactical Village	\$0	\$0	\$0	\$0	\$0	\$0	\$1,229,000	\$1,229,000
07a	Range - 25 Yard Tactical & 2,700 SF Support Building	\$2,774,000	\$0	\$0	\$0	\$0	\$0	\$346,500	\$4,4047,180
07b	Range - 50 Yard Fixed & 100 Yard Fixed	\$0	\$0	\$926,680	\$0	\$0	\$0	\$0	
08	Training Site	\$0	\$65,000	\$0	\$0	\$0	\$0	\$1,284,000	\$1,349,000
09	AARF - Aircraft Rescue Fire Fighting	\$0	\$0	\$0	\$0	\$0	\$13,040,500	\$0	\$13,040,500
10	Site Development	\$1,361,800	\$57,850	\$75,550	\$5,287,900	\$1,916,150	\$0	\$3,353,600	\$12,234,850
11	Utilities	\$1,543,400	\$350,265	\$0	\$0	\$242,000	\$0	\$1,133,340	\$3,269,005
SUBTOTAL		\$6,757,200	\$3,785,141	\$1,002,230	\$5,287,900	\$16,723,150	\$13,040,500	\$34,925,969	\$99,461,030
10% Contingency/GC Fees/Material Testing/Commissioning/etc		\$1,428,489	\$800,188	\$205,893	\$1,054,764	\$23,430,961	\$17,626,505	\$34,925,969	\$99,461,030
Non-Construction Soft Costs/FFE/Feess/etc		\$1,275,793	\$546,562	\$160,209	\$747,601	\$2,972,904	\$1,829,210	\$34,925,969	\$99,461,030
TOTAL PHASED COSTS		\$9,461,482	\$5,131,891	\$1,368,332	\$7,090,265	\$23,430,961	\$17,626,505	\$34,925,969	\$99,461,030
TOTAL CUMULATIVE COSTS		\$9,461,482	\$14,593,373	\$15,961,705	\$23,051,970	\$46,482,931	\$64,109,436	\$99,035,405	

OPERATION AND MAINTENANCE (O&M) COSTS

The cost to operate and maintain the RESTCC on an annual basis is separated into three general categories:

1. Staff Expense – these costs are for the dedicated facility staff.
2. Administration/Classroom Building – these costs include utilities, office supplies, computer supplies, telephone, etc.
3. Annual Prop Maintenance and Training Areas – these costs include expenditures directly associated with the delivery of training, such as live burn building, gun range, equipment maintenance, and training consumables, including fuel and water.

In terms of staff expense, although this SBP discusses options for staffing the RESTCC in the “Management Plan” chapter, there has not been a determination as to which option (or combination of options) will ultimately be chosen to provide the necessary staff to operate the center. For this reason, it’s not possible to develop a dollar-cost O&M estimate at this time.

Likewise, this SBP includes phasing scenarios for the development of the RESTCC assets in the “Conceptual Site Plan” section. The phasing and timing for construction of improvements such as the Administration/Classroom Building and various other training buildings and props will be determined at some point in the future. For this reason, it’s not possible to develop a dollar-cost O&M estimate at this time.

COST SHARE

Each of the Partner Agencies agrees in principle that they will contribute a fair share dollar amount to the training center ongoing annual operating costs. Although an exact cost share formula has not been determined, several variables can be considered in determining a formula. Those include:

- Overall population of each Partner jurisdiction.
- Number of fire, police, EMS, and dispatch personnel from each Partner that will be using the training center.
- Number of hours annually that each Partner’s personnel use the training center.

Any cost share formula agreed to should be reevaluated from time to time and any adjustment should be based on solid methodology. As mentioned in the Governance section of this SBP, the cost share should be documented in the written agreement between the Partners.

BENEFIT ANALYSIS

The effort to create a Strategic Business Plan for the RESTCC started in May 2019. The IBG Team interviewed numerous individuals, considered all information gathered, and prepared this report. An Emergency Services Training and Coordination Center strategically located in Central Oregon would provide numerous benefits. Key among those is: 1) the ability to properly support and optimize training efforts and allow for more consistent, realistic, and repeatable training exercises; 2) the ability to coordinate emergency management activities during times of local, regional, and statewide disasters. This section includes IBG's quantitative and qualitative analysis of the benefits associated with building the RESTCC.

POTENTIAL COST SAVINGS

The development of a Regional Emergency Services Training Center in the Central Oregon area brings with it the potential for certain cost savings in terms of how the Participating Agencies currently meet their training needs now and in the future. Those cost savings are identified below.

JOINT TRAINING FACILITY CONCEPT

By co-locating law enforcement, fire, EMS, emergency management, and 911 training buildings, facilities, and props at one location and creating shared-use classrooms and other features, the Participating Agencies are expected to realize some substantial capital cost and operational cost savings as compared to each Jurisdiction/Department building its own stand-alone training center.

COST OF TRAVEL TO TRAINING SITES AWAY FROM THE AREA

As noted in the "Existing Training Conditions" section of this report, from time to time the Participating Agencies conduct their training or attend specialized classes at locations outside of their respective jurisdictions. These training venues are frequently owned and controlled by other entities. There are real dollar costs associated with training at these locations, including:

- **Vehicle Costs.** The departments travel to outside training venues in agency vehicles (police cars, fire engines, etc.). Costs associated with this travel include fuel and vehicle mileage/wear and tear.
- **Facility Use Fees.** On occasion, the agencies must pay fees for the use of outside training venues.
- **Registration Fees.** From time to time, the departments must pay registration fees for specialized training classes hosted by outside agencies.
- **Greater Efficiency in Specialized Training Costs.** With properly-designed classrooms and the correct props, the RESTCC can become a host site for a great deal of specialized training that many agencies must currently obtain at distant locations. By being able to host specialized training, a much larger number of personnel can receive that training for the same cost as just a few at an offsite location.

The RESTCC – as envisioned – will meet the majority of the Participating Agency's training that is currently conducted away from their jurisdictions. As such, they can expect to see some degree of real dollar cost savings. Those funds can be redirected to help offset the training center O&M costs.

Note: Construction of a RESTCC will not eliminate all costs related to training outside of the Participating Agency jurisdictions. Certain highly-specialized training courses, such as high-speed driver training, will continue to be obtained at outside venues.

LEADERSHIP AND COMMITMENT

Leaders within the Participating Agencies have demonstrated their commitment to organizational development. This is evident in their viewpoints and attitudes toward training, in their respective training organization staffing levels, and in the allocation of funds to support both in-house and outside training. They understand that the environment in which employees are expected to learn is often challenging and that an adverse psychological impact on the education of emergency responders can occur when they lack adequate training facilities and logistical support to meet their ongoing needs.

Although the Departments are – for the most part – meeting their essential training needs, all of them recognize that meeting those needs in the future is not sustainable by continuing to rely heavily on current training locations. It is their vision to reduce the need for their respective agencies to go outside the area for training by having a training center built in the Redmond/Bend area. Leadership views this as an important investment in public safety. Creating a dedicated training facility demonstrates leadership and commitment to citizens, employees, and other agencies. This commitment is also an effective tool in helping to recruit and retain the very best public safety personnel.

SAFE, SECURE, & CONSISTENT TRAINING

The benchmark for modern, progressive public safety training is to conduct that training in a SAFE, SECURE, and CONSISTENT environment. The RESTCC will be a modern, state-of-the-art facility designed to meet the current and future training needs of the Participating Agency's first responders, personnel from other Participating Agency departments (such as Public Works and Risk Management), and potentially, other Central Oregon public safety agencies.

NON-MONETARY JOINT TRAINING FACILITY BENEFITS

Rather than having separate training facilities for each Participating Agency, this project envisions creating a joint training facility. There are important benefits realized in this approach, including:

- Joint first responder and mutual aid training – Many of the buildings, assets, and props envisioned for the new training facility support cooperative training opportunities for law enforcement, fire service, and EMS agencies. This is particularly important for scenario-based training exercises, such as hazardous materials emergencies, mass casualty incidents, active shooter incidents, etc.
- Training opportunities for non-public safety departments – The props and assets envisioned for the training center will also benefit and support some of the training needs of other Participating Agency departments such as Public Works, Utilities, Risk Management, etc.

IMPROVED AVAILABILITY OF FIRST RESPONDERS

Currently, Participating Agency staff must frequently leave their respective areas to complete some of their key training. IBG has determined that the Departments' first responders spend a considerable amount of time per year "off-post," away from their respective jurisdictions while traveling to, training at, and returning from training facilities located outside of their home areas. When this happens those personnel are not immediately available to respond to a larger-scale emergency event (such as an active shooter situation or weather event) should they be needed.

Should a major emergency situation arise, there could be a significant delay in deploying first responders who are training outside of the area to the scene. Having the ability to complete that same training locally would allow those first responders to immediately discontinue their training activity and respond to the evolving emergency scene.

INCREASED ABILITY TO MEET NEW TRAINING REGULATIONS

National and state regulations for public safety training will continue to update and change in the coming years. A dedicated training center will better-enable the Participating Agencies to respond to these changes more efficiently and develop dedicated training curricula specific to their needs.

OTHER BENEFITS

Several other benefits will be realized from establishing a RESTCC. Examples of these benefits include:

- Improved training capability. With the assistance of new training props and classrooms, the Participating Agencies will be able to provide the quantity and quality of training they desire in a variety of areas. Example include:
 - Vastly-improved live burn training. Fire service agencies will have regular access to state-of-the-art live burn buildings and props. This type of training is critical for safely and effectively responding to low-frequency, high-risk emergencies such as structure fires.
 - Deschutes County 9-1-1 leaders have a vision to position their training classrooms in such a way that the dispatchers can view real-time first responder activities on the training ground while the responders are communicating with the dispatch center.
- Ability to host specialized training. The training center will provide improved training capabilities which will benefit the Participating Agencies and the region with enhanced opportunities to host specialized classes and courses taught by nationally-recognized presenters.
- "One Stop Shop" training environment. Participating Agencies personnel, along with first responders from outside agencies in the region, will have access to all of the critical training assets they need to accomplish their most important training – all in one location. As envisioned, the training center will facilitate the most effective and efficient use of staff's valuable training time. For example, a training day could consist of defensive tactics in the morning and firearms training in the afternoon. Accomplishing these activities at various training sites (including well outside of the area) in the same day is virtually impossible.

- Better-prepared emergency first responders.
- Reduced risk of injuries and deaths of trainees, civilians, and emergency responders.
- Increased teamwork abilities of first responders due to a better understanding of duties and job responsibilities. Predictable, consistent, ongoing, and professional training.

COORDINATION OF EMERGENCY MANAGEMENT ACTIVITIES

The RESTCC will serve as a dedicated, multi-agency coordination center for emergency operations. It will be a critical hub for emergency management training and coordination of disaster-related emergency management activities not only for the Central Oregon region, but for the entire state as well. The site(s) under consideration are close to the Redmond Airport. In the event of a major natural disaster such as a Cascadia Subduction Zone event, Redmond and the Redmond Airport have been envisioned as a primary staging ground for statewide rescue and recovery operations. Another potential opportunity would be for the RESTCC to play a role for continuity of state government functions in the first weeks and months after a catastrophic event.

One important feature of RESTCC will be its dedicated, fully-functional EOC. A dedicated EOC invites and facilitates emergency management-related training, exercises, and simulations.

BACKUP 9-1-1 CENTER

The RESTCC will include a much needed, state-of-the-art backup 9-1-1 center with redundant emergency dispatch capabilities. This will vastly improve the ability to deliver redundant 9-1-1 and emergency dispatch services throughout the region.

COMMUNITY-ORIENTED USE OF THE FACILITY

In addition to supporting the training needs of the Participating Agencies and providing training opportunities to other emergency responders, the training facility may serve as a location for other community-oriented uses. Collaborating with the community for access opportunities presents the agencies with an opportunity to give back to its citizens while also enhancing department team building, recruiting, morale, community education, and public safety awareness.

While not inclusive, the following list outlines examples of community-oriented activities and events that could potentially utilize the training facility:

- Community Emergency Response Team (CERT) Training
- Free Health Screening Expo
- Science, Technology, Engineering, & Mathematics (STEM) classes
- Junior EMT and First Aid classes
- Hunter Safety classes
- Charity Fundraising

POTENTIAL FUNDING OPPORTUNITIES

This chapter identifies potential funding sources and revenue producers to help offset the Center's annual operational costs.

This chapter identifies potential funding opportunities for one-time capital construction and ongoing costs related to the operation and maintenance of the RESTCC. It is highly likely that the Center will need to use a combination of all of these available funding mechanisms to construct and operate the facility.

CAPITAL FUNDING:

Based on the information gathered during the course of this project, IBG and the Steering Team have identified the following potential funding sources that could be utilized toward the cost of constructing the Center.

BONDS

Based on IBG's experience, bonds are frequently used to help finance the construction of public safety training centers. The State of Oregon Revised Statutes includes provisions for the issuance of local government bonds. Excerpts include:

- ORS 287A.050 Authority of city to issue general obligation bonds
 - (1) Upon approval of the electors of a city, the city may issue general obligation bonds to finance:
 - ◆ (a) Capital construction or capital improvements permitted by Article XI, sections 11 and 11b, of the Oregon Constitution.
 - ◆ (b) Capital costs permitted by Article XI, section 11L, of the Oregon Constitution.
- ORS 287A.150 Authority of public body to issue revenue bonds
 - (1) In addition to any other authority to issue revenue bonds, a public body may authorize revenue bonds by resolution or nonemergency ordinance pursuant to this section for a public purpose.

IBG Note: It isn't likely that revenue bonds would be used for this project since the amount of revenue that's expected to be generated by the Center would not be sufficient to pay the bond principal and interest.

CAPITAL IMPROVEMENT PROJECT (CIP) FUNDS

Most cities and counties throughout the country have Capital Improvement Program (CIP) budgets established to help build and maintain public facilities (such as fire stations, libraries, etc.) and fund infrastructure improvements (such as roads, bridges, water/wastewater plants, etc.). CIP budgets are typically forecast five or more years in advance and funds are accumulated over a series of years for each identified project. Funds used for CIP projects can come from a variety of sources including cash and borrowed funds. Common examples include gas tax, state and federal grants, capital development fees, and bond proceeds.

SPECIAL LEGISLATION

The Partner Agencies could seek special one-time funding from the Oregon State Legislature for a portion of the training center capital improvements. The benefits of building the RESTCC have the potential of extending well beyond education, training, dedicated multi-agency coordination for emergency operations, and backup 911-capability. The physical presence of these kinds of facilities has proven to be transformational for many of the communities in which they are located.

State Senator Tim Knopp represents Senate District 27, which encompasses the Central Oregon communities of Bend, Redmond, Sunriver, and Tumalo.

PRIVATE SECTOR DONATIONS

Given the potential regional economic benefit that the RESTCC could generate, it's very possible that private sector entities could step forward with one-time donations of money, equipment, and labor – or some combination of all three. For example, IBG is aware of instances where trade labor unions (such as electricians, heavy equipment operators, carpenters, etc.) have donated labor and materials to construct training center props as part of their apprenticeship training programs.

OPERATIONAL FUNDING:

IBG and the Steering Team have identified several potential funding sources that could be utilized toward the ongoing operation and maintenance of the Center.

REGIONAL USER FEES

Perhaps the most significant operational funding source for the RESTCC may come from the region's public services entities. As described in the Training Needs Assessment chapter, there are strong indications that the Center will be utilized extensively by a variety of agencies to help them meet their specialized training needs. It is IBG's experience that this type of training typically involves an agency providing its own instructor and paying a user fee for training center time and assets. For example, if an EVOCC were built at the RESTCC, a law enforcement agency would likely provide its own driving instructor and rent time and space at the driving track. Given the specialized training assets envisioned for the RESTCC, IBG believes that a large portion of the training center's overall operational cost could be offset by this type of revenue.

STATE & FEDERAL USER FEES

It's likely that the RESTCC may be used from time to time to help facilitate training that's sponsored by state and federal entities. To provide a sense of this revenue opportunity, IBG has identified some examples of fees associated with state and federal public services training:

- **Emergency Management Functional Exercises:** The RESTCC could be used to support large functional exercises that occur from time to time. Grant funds that are used to support this type of training typically allow a portion of the exercise budget to be allocated to the use of a suitable facility, including the staff that supports the facility.
- **Oregon State Police:** A Major with the Oregon State Police has indicated that the availability of a central Oregon training facility could be beneficial to the local area command and to the Department generally as a region or division-level training venue to provide in-service training to OSP personnel. The Department focuses most of its mandatory training at the Area Commands, which are the localized offices for the OSP throughout the state. Providing training at the local level has been the most efficient and low cost for training our personnel statewide. He further emphasized that a new facility with large conference rooms in addition to the facility's training props and assets may be utilized by OSP for in-service training or specialty training such as SWAT, arson and explosives, etc.
- **Oregon National Guard:** IBG+RDG and the RESTCC Steering Team met with a representative from the Oregon National Guard's 142nd Medical Group to discuss potential areas of mutual interest in the project. The unit he is involved with is the "CBRNE Enhanced Response Force Package" (CERFP). It is a 205-person team of medical professionals/field operators who provide disaster response, including search and extraction and medical/chemical triage.

The vast majority of their training occurs on weekends. They typically conduct three (3) major training events per year in a hardened training environment. The representative believes his unit would potentially train at RESTCC if it was available, even if there was a fee for such use. One of the reasons he gave to support the use of RESTCC was the issue of "fatigue" given the unit's training at the same site over and over.

SPECIALTY SEMINARS

Guest speakers and specialty seminars may also be a source of income for the facility. Nationally-recognized speakers may draw students from a wide geographical area. Hosting such seminars may generate some revenue to help offset operational costs.

GRANTS:

When evaluating potential grant programs, it is important to realize that grants are offered to solve some governmental or societal problem. Foundation and government grants fill very specific niches. However, even in program areas that would appear to have a similar interest and mission (such as Homeland Security), there is a limit as to how far the funding can be spread around a variety of missions including border patrol, port and airport security, law enforcement, fire service, and emergency medical service. With that said, grant programs do exist that will help offset the cost of facility, curriculum development and delivery, equipment, supplies, and furnishings. Potential grant funding that may be available to help offset the cost of the Center includes:

ASSISTANCE TO FIREFIGHTERS GRANT (AFG) PROGRAM

The primary goal of the Assistance to Firefighters Grant (AFG) is to meet the firefighting and emergency response needs of fire departments and non-affiliated emergency medical service organizations.

Since 2001, AFG has helped firefighters and other first responders obtain critically needed equipment, protective gear, emergency vehicles, **training** and other resources necessary for protecting the public and emergency personnel from fire and related hazards.

The Fiscal Year (FY) 2019 Assistance to Firefighters Grant (AFG) Program is one of three grant programs that constitute the Department of Homeland Security (DHS), Federal Emergency Management Agency's (FEMA) focus on enhancing the safety of the public and firefighters with respect to fire and fire-related hazards. The AFG Program accomplishes this by providing financial assistance directly to eligible fire departments, nonaffiliated emergency medical service (EMS) organizations, and State Fire Training Academies (SFTA) for critical training and equipment. The AFG Program represents one part of a comprehensive set of measures authorized by Congress and implemented by DHS. Among the five basic homeland security missions noted in the DHS Quadrennial Homeland Security Review, the AFG Program supports the goal to Strengthen National Preparedness and Resilience.

For the FY 2019 Program:

- Training 'props' were limited to \$50,000 except for a State Fire Training Academy request.
- Funding Priorities, Operations and Safety – Training Overview: FEMA has determined that hands on, instructor-led training that meets a national, state, or DHS adopted standard and results in a national or state certification provides the greatest training benefit.

NON-PROFIT FOUNDATIONS:

Many public safety agencies have embraced the concept of public-private partnerships by working with various private sector entities that wish to provide ongoing financial support to a training center or facility. The structure for doing so frequently takes the form of a not-for-profit corporation that is organized and operated exclusively for charitable and educational purposes. These Public Safety Training Center Foundations generally enjoy tax-exempt status pursuant to Section 501(c) (3) of the federal Internal Revenue Code. They typically solicit and receive public and private donations, gifts, grants, memorials, and bequests of money, property, and services that support training of fire, police, EMS, emergency management, other public agency personnel, and related private sector employees.

Examples of existing foundations include:

- The Northeastern Illinois Public Safety Training Academy (NIPSTA) Foundation.¹ Founded in 2006, it is governed by a five-member Board of Directors. This Foundation supports:
 - Development of a diverse public safety curriculum
 - Design and implementation of state-of-the-art training props
 - Expansion of NIPSTA facilities, programs, and services
 - Enhancement of emergency preparedness and response
 - Improvements in community safety that result from better-trained personnel

Their web site lists over 60 private-sector foundation contributors.

- The Nassau County (New York) Police Department Foundation.² It is governed by a fourteen-member Board of Directors and was formed to help make the vision of the new Nassau County Center for Law Enforcement Training and Intelligence a reality. The Nassau County Police Department sought to explore using a public/private partnership to get this project accomplished. With this in mind, a group of concerned business leaders established the Nassau County Police Department Foundation, Inc., a not-for-profit corporation. This entity will help provide private monies to establish the new Center.
- The Highlands Ranch Law Enforcement Training Foundation (Littleton, Colorado).³ Founded in 1993, the Foundation was created to manage the large training facility built in 1986. It too is a not-for-profit 501 (c) (3) corporation governed by a Board of Directors that includes representatives of Douglas and Arapahoe County Sheriff's Offices, as well as Shea Homes Inc.
- Cincinnati Fire Foundation - The Cincinnati Fire Foundation is an independent corporation.⁴ The foundation was chartered in 2008 and is recognized as exempt under section 501 (c) (3) of the Internal Revenue Code. The corporation is non-political in nature and exists to provide effective support to the purchase and/or maintenance of equipment and vehicles, providing funds for professional education forums and training of fire-fighting personnel, providing funds for the promotion of fire prevention and general safety training and material for the general public. An independent Board of Directors manages the affairs of the Cincinnati Fire Foundation.

While the training centers supported by these types of foundations clearly benefit from the generosity of its members and contributors, the individuals and private-sector businesses supporting the foundations are also rewarded. Private citizens and local businesses often view their contributions as a way to give back to their community by providing financial support to their local first responders. Larger regional or national companies often have programs in place that set aside funds to donate to worthy causes and these foundations give them an opportunity to showcase their support for public safety. Frequently, a foundation will recognize large corporate donations that are targeted to support a specific program or capital purchase by aligning the business name with the program or item that it sponsored.

Particularly during these challenging economic times, public safety foundations can provide the kind of public-private partnership that's ideal for helping to raise funds used to build, equip, and maintain state-of-the art training facilities and provide specialized training courses.

¹ <https://www.nipsta.org/247/About-the-Foundation>

² <https://ncpdfoundation.org/about-us/>

³ <https://hrletf.org/about/>

⁴ <https://www.cincinnati-firefoundation.org/>

GO FORWARD PLAN

This chapter addresses the implementation of the Go Forward Plan. Its purpose is to provide guidelines for Participating Agency Leaders to use to proceed with the development of the RESTCC. Going forward, agency management and staff must develop the detailed steps, implement the steps, measure the results, evaluate progress, and determine whether the results meet expectations.

Organizations need plans to survive and prosper. Organizations need business plans to provide a framework for the next month, next quarter, and next year. The annual budget is a component of a business plan. Organizations need strategic plans to provide long-term solutions to issues that they must address. The future of an organization without a strategic plan is subject to fate. An organization that has a strategic plan has a management tool that gives it control over its fate. A strategic plan identifies a desired vision and the objectives, measures, and actions needed to achieve the vision.

Considering the importance of having a strategic plan, it's unfortunate that many organizations either do not have one or struggle trying to develop and/or implement one. Strategic Planning can have many pitfalls, including:

- The Vision established is not practical
- The plan attempts to solve too many issues
- The plan lacks champions to move it forward
- The planning team does not include personnel with capabilities suitable for the tasks assigned.
- The plan participants are too busy with day-to-day tasks,
- The goals are not sufficiently measurable to assess progress
- The plan champion does not obtain periodic and frequent feedback from participants on the task assignments
- Senior management disengages itself from monitoring progress

Working closely with the RESTCC Steering Team, Morrison-Maierle, IBG, and RDG, have prepared a strategic plan that avoids these pitfalls. The following recommendations and action items are focused and practical. They can be implemented with the support of senior management and a team that is willing to expend significant effort to achieve the goals.

RECOMMENDATIONS AND ACTION ITEMS

This chapter includes Morrison-Maierle and IBG+RDG's professional recommendations for the project's success and gives the RESTCC Steering Team a blueprint for improving the training capabilities for Participating Agency personnel and other first responder agencies in the region.

RECOMMENDATION #1: DEVELOP A FORMAL AGREEMENT

- IBG recommends the Partner Agencies develop a Memorandum of Understanding (MoU) which formalizes the partnership envisioned by the leadership of each entity as described in the "Governance and Management" chapter of this report. Those details (and many others) need to be addressed and memorialized in a document which will ultimately be approved by the governing bodies of all Participating Agency entities.

RECOMMENDATION #2: DEVELOP A PHASED IMPROVEMENT PLAN

- IBG+RDG recommends the RESTCC Steering Team develop a detailed phasing plan for construction of the Training Center. With an estimated project cost of \$99,000,000 for the full facility buildout, it's uncertain whether all of the envisioned training assets can be developed at the same time.
- The RESTCC Steering Team needs to identify which of the improvements have the highest priority; for example, construction of the main Administration/Classroom building or shooting range.

RECOMMENDATION #3: ESTABLISH A FOUNDATION

- The RESTCC Steering Team should consider creating a non-profit foundation to support the training center. Funds raised through such a foundation could be used for both one-time capital expenses and ongoing operations and maintenance costs. A "RESTCC Training Foundation" would provide an opportunity for individuals and entities to give back to the region's Public Safety Agencies in a meaningful way.

RECOMMENDATION #4: VISIT OTHER SIMILAR TRAINING CENTERS

- The RESTCC Steering Team should consider visiting other training centers and talking to other training center staff to learn from their experiences. IBG can provide a list of training centers that are similar in scope to the proposed training center.

RECOMMENDATION #5: REINFORCE THE REGIONAL ASPECT OF THE TRAINING CENTER

- IBG recommends the RESTCC Steering Team continues to stress and reinforce the regional importance of the RESTCC. This project will support and encourage the kind of multi-agency and interdisciplinary training and coordination that is critically needed in the Central Oregon area, in the rest of the state, and throughout the country.

ACRONYMS

ARFF	Aircraft Rescue Fire Fighting
AS	Associate Of Science
AV	Audio Visual
BLM	Bureau of Land Management
CALEA	Commission on Accreditation for Law Enforcement Agencies
CERFP	Enhanced Response Force Package
CERT	Community Emergency Response Team
CEU	Continuing Education Unit
COCC	Central Oregon Community College
COIC	Central Oregon Intergovernmental Council
CSC	Community Service Center
DOT	Department of Transportation
DPSST	Department of Public Safety Standards and Training
DT	Defensive Tactics
EMSP	Emergency Medical Services Professions
EOC	Emergency Operations Center
EVOC	Emergency Vehicle Operations Course
FATS	Fire Arms Training Simulator
FBI	Federal Bureau of Investigation
FESHE	Fire and EMS Higher Education
FSA	Fire Service Administration
FSRS	Fire Suppression Rating Schedule
FTE	Full Time Equivalent
IBG	Interact Business Group

ICS	Incident Command System
IFSAC	International Fire Service Accreditation Congress
ILA	Inter Local Agreement
ISO	Insurance Services Office
IT	Information Technology
NFPA	National Fire Protection Association
NIMS	National Incident Command System
O&M	Operations and Maintenance
OAR	Oregon Administration Rules
OEM	Office of Emergency Management
OJT	On The Job Training
OSP	Oregon State Police
OT	Overtime
POST	Police Officer Standards and Training
RESTCC	Regional Emergency Services Training and Coordination Center
SBP	Strategic Business Plan
SO	Sheriff's Office
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
STEM	Science, Technology, Engineering, & Mathematics
SWAT	Special Weapons and Tactics
T.O.	Training Officer
TCC	Training Center Coordinator
USFS	United States Forest Service

BOARD MEMBERS

August 24, 2021

City of Madras Councilor
Bartt Brick,
Chair

City of Bend Councilor
Anthony Broadman,
Vice Chair

Crook County Commissioner
Jerry Brummer

Deschutes County
Commissioner
Patti Adair

Jefferson County
Commissioner
Wayne Fording

Confederated Tribes of
Warm Springs,
Tribal Council Member
Brigette McConville

City of Culver Councilor
Gretchen Schlie

City of La Pine Councilor
Vacant

City of Metolius Councilor
Denise Keeton

City of Prineville
Councilor Gail Merritt

City of Redmond Councilor
Jay Patrick

City of Sisters Councilor
Jennifer Letz

RESTCC Partners:
Central Oregon Community College
City of Bend, Bend Fire Department, and Bend Police Department
City of Redmond
Deschutes County
Deschutes County 9-11
Deschutes County Sheriff's Office
Redmond Fire and Rescue
Sisters-Camp Sherman Fire Department

Dear RESTCC Partners:

This letter is to confirm and verify the details of local partner commitments to the Regional Emergency Services Training and Coordination Center (RESTCC) project. The RESTCC is a proposed regional facility designed to meet a wide array of law enforcement, fire, and other related public safety training needs as well as a dedicated Emergency Coordination Center (ECC) for use in the event of major regional or statewide disasters.

The draft Memorandum of Understanding currently in development for the RESTCC states the following:

“Mission

To support and deliver the highest caliber training and emergency management coordination in a manner that is collaborative, supportive, and focused on enhanced public safety, risk mitigation, and building resilient communities.

Vision

A center for public safety providers from throughout Central Oregon (and beyond) to deliver superior emergency services training and emergency coordination across disciplines creating a safe and resilient Oregon.

RECITALS:

The signatory parties agree that:

- A. There is a critical need for a dedicated, centrally-located, regional multi-agency coordination center to coordinate local, state and regional emergency operations.
- B. Central Oregon, and the Redmond community and Redmond airport, will serve a critical function in statewide emergency response and recovery from a catastrophic disaster such as the Cascadia Subduction Zone event.
- C. Central Oregon would benefit greatly by a facility to meet existing and future training needs of local, state, federal and non-profit public safety and emergency management personnel.
- D. Opportunities to increase the quality and efficiency of training and coordination are important to meet current and future emergency management and public safety needs of our communities.”

APPOINTED MEMBERS

Agribusiness & Agriculture –
Phil Fine

Business & Industry –
Katy Brooks

Timber & Wood Products –
Tim Deboodt

Tourism & Recreation –
James Lewis

Under & Unemployed –
Ron Osmundson

COIC has estimated the following expenses to bring the RESTCC project through a variety of land use entitlement processes, in order to proceed to design/engineering and construction:

- \$200,000 – land use planning consultant contract to develop a Master Plan, request annexation into the City of Redmond and amend the UGB, modify the Eastside Framework Plan and Urban Area Reserve, Plan Amendment and Zone Changes to allow the RESTCC as an outright use in the Public Facilities zone, and the site plan approval process
- \$57,300 – COIC costs to manage Project Management Team meetings, Steering Team meetings, Political Leadership Team meetings, procure and manage the consultant contract, and meet with key stakeholders (e.g. COCO, federal delegation, etc.)
- \$5,000 – for a branding/design firm to create a name, logo, and simple brochure for the RESTCC.
- \$78,000 – City of Redmond land use review and permit fees

Together, the above costs total approximately \$340,000 and all activities are anticipated to span an 18-month period.

The below organizations have agreed to help fund the next phase of the RESTCC project as per the following table:

Partner	2021-2022 FY Funding Commitment	Comments/Restrictions
Central Oregon Community College	\$17,500	
City of Bend; Bend Fire and Bend PD	\$50,000	
City of Redmond and Redmond Fire & Rescue	\$33,195.04	Split between the two organizations
Deschutes County	\$30,000	To be used exclusively for contracted land use planning purposes
Deschutes County 9-11	\$10,000	
Sisters-Camp Sherman Rural Fire Dept.	\$2,500	
Subtotal secured local RESTCC funding	\$143,195.04	
Additional funding already secured from DLCD	\$50,000	To be used exclusively for contracted land use planning purpose
Subtotal all secured RESTCC funding for FY 21-22	\$193,195.04	
Additional DLCD funding in development	\$50,000	If successful (competitive grant), this funding is expected in January, 2022
Subtotal secured or funding in development for FY 2021-22	\$243,195.04	

As noted above, the total estimated costs for land use entitlements and project management are \$340,000 over an 180-month period; which means that some costs will occur after June 30, 2021. COIC will work with existing and (hopefully) new project partners to secure additional funding from 2022-23 budgets in order to accomplish all needed activities.

Please confirm the above expected contribution from your agency by emailing me at scotta@coic.org. We will keep this letter and your email confirmation on file as evidence of our agreement to work together on the RESTCC effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Aycock". The signature is fluid and cursive, with the first name "Scott" being more legible than the last name "Aycock".

Scott Aycock
CED Director, Central Oregon Intergovernmental Council (COIC)
President, Oregon Economic Development Districts (OEDD)



CITY OF REDMOND

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redmondoregon.gov

STAFF REPORT

DATE: November 2, 2021
TO: City Council
THROUGH: Keith Witcosky, City Manager
FROM:
SUBJECT: Deschutes County Library Design Update: Todd Dunkelberg and Team

Addresses Council Goal:

NA

Report in Brief:

This is an informational item where members of the Deschutes County Library will present their latest designs and plans for the new library in downtown Redmond.

Background:

In 2020, voters approved Bond Measure 9-139 to construct a world-class Central Library as well as double the size and collection of the Redmond Library.

The Library district has assembled a community advisory committee to help shape the input for the new facility and is also seeking thoughts on their website.

Discussion:

Fiscal Impact:

Alternative Courses of Action:

No action needed. This is an opportunity for City Council members to weigh in on the current design and identify any issues they would like the library team to keep in mind as they progress further with the project.

Recommendation / Suggested Motion:

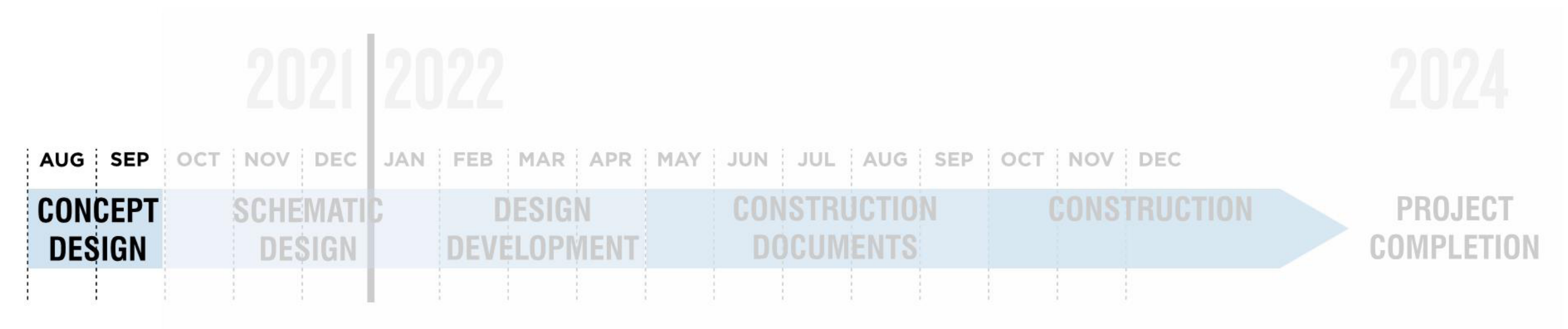
NA



REDMOND CITY COUNCIL

November 2, 2021

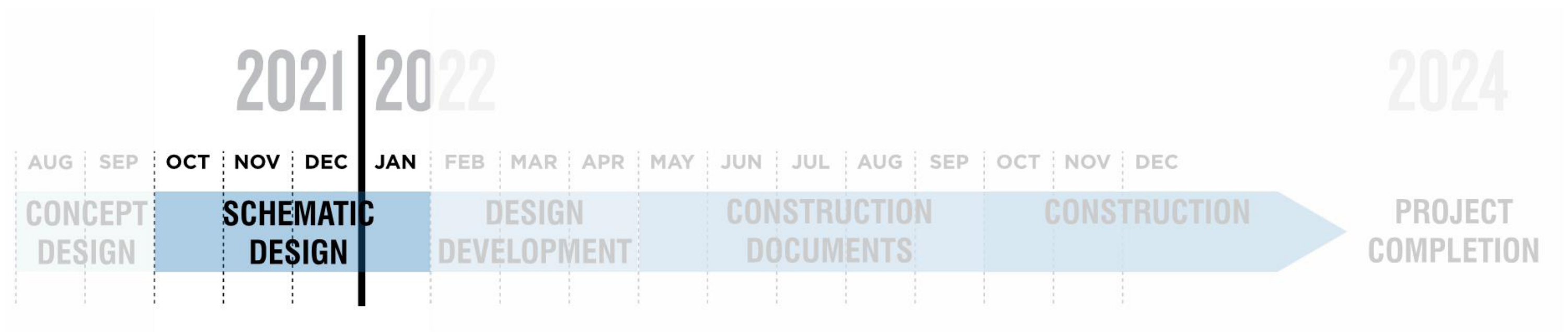




CONCEPT DESIGN

- Identify design goals per location
- Locate new buildings and site elements on the site
- Collect functional criteria
- Organize functional areas within buildings
- Develop intent for look and feel of new building size and shape
- Identify scope of work for each location

CENTRAL & REDMOND SCHEDULE | CONCEPT DESIGN



SCHEMATIC DESIGN

Depict walls, doors and rooms!

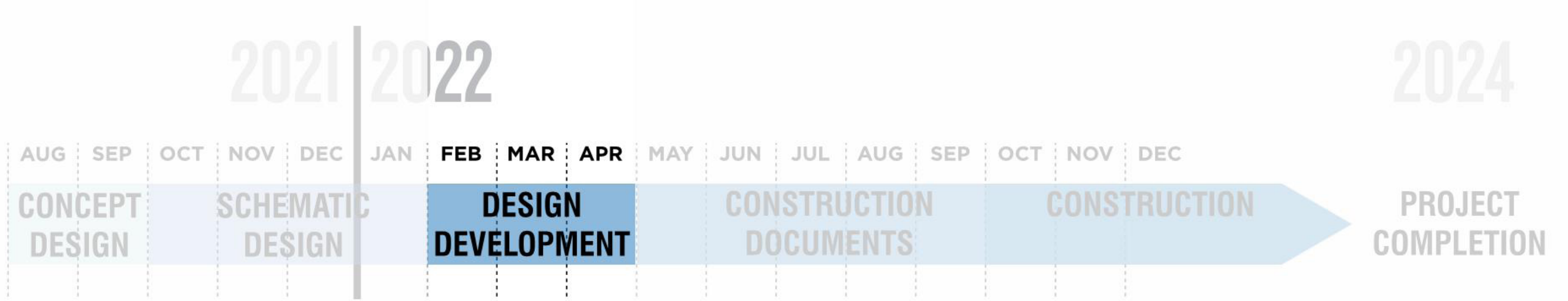
Determine building systems (structural, mechanical electrical, skin)

Lay out collection and work areas

Develop look and feel of interior and exterior

Submit for site development permits

CENTRAL & REDMOND SCHEDULE | SCHEMATIC DESIGN



DESIGN DEVELOPMENT

- Develop technical aspects of the building systems
- Select interior materials
- Begin furniture, shelving and equipment selection
- Finish gathering major input

CENTRAL & REDMOND SCHEDULE | DESIGN DEVELOPMENT



CONSTRUCTION DOCUMENTS

Document the building such that it can be built

Finish furniture, shelving and equipment selection and placement

Submit for building permit

CENTRAL & REDMOND SCHEDULE | CONSTRUCTION DOCUMENTS



CONSTRUCTION

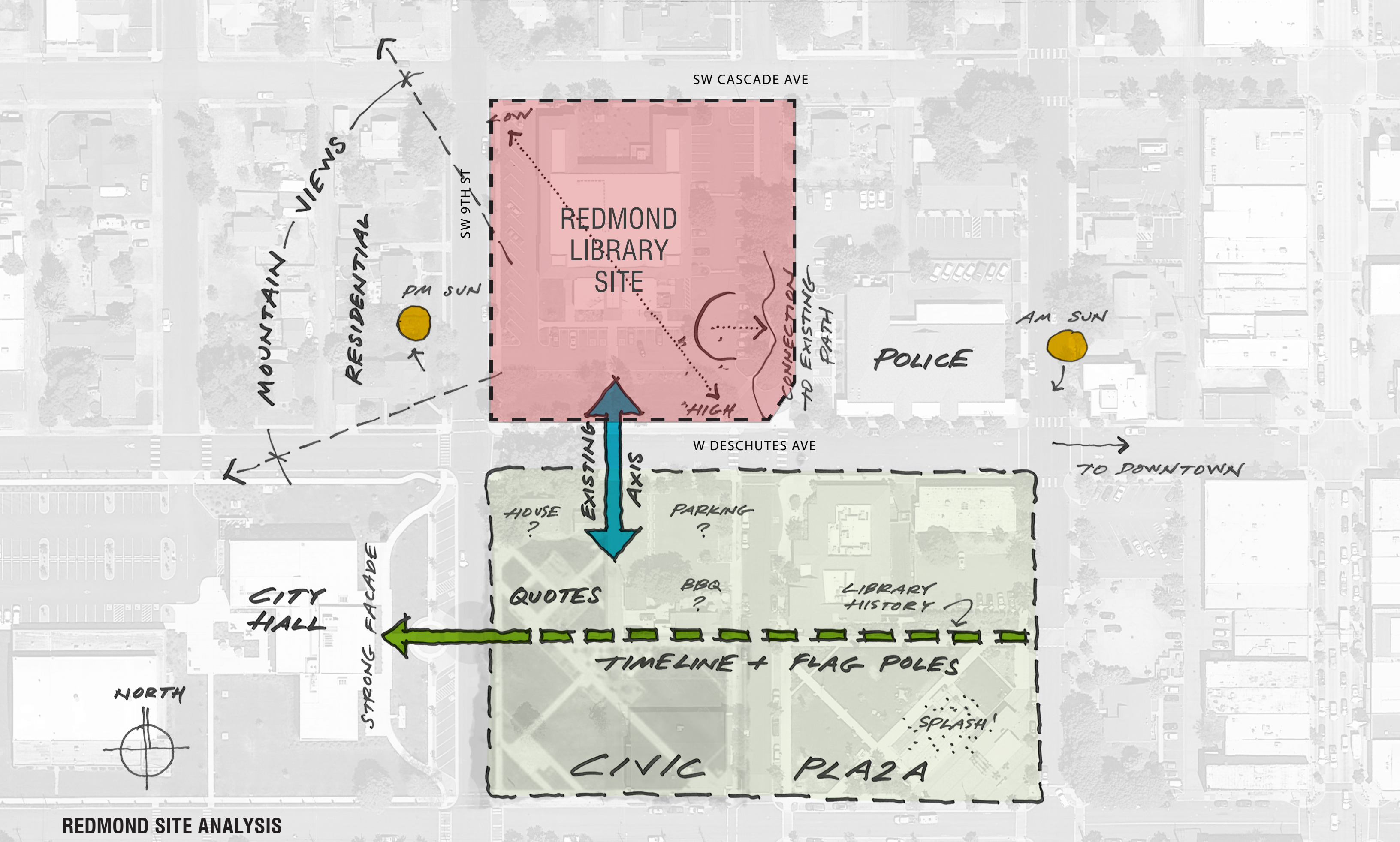
Order furniture, shelving and equipment

Answer questions from the contractor

CENTRAL & REDMOND SCHEDULE | CONSTRUCTION

REDMOND LIBRARY DESIGN GOALS

- Create a civic contribution that feels at home in downtown Redmond
- Provide family-friendly spaces for all ages
- Incorporate creative spaces and co-working spaces
- Provide pedestrian and visual connections to Civic Park and City Hall



REDMOND SITE ANALYSIS



Redmond City Hall



Centennial Park

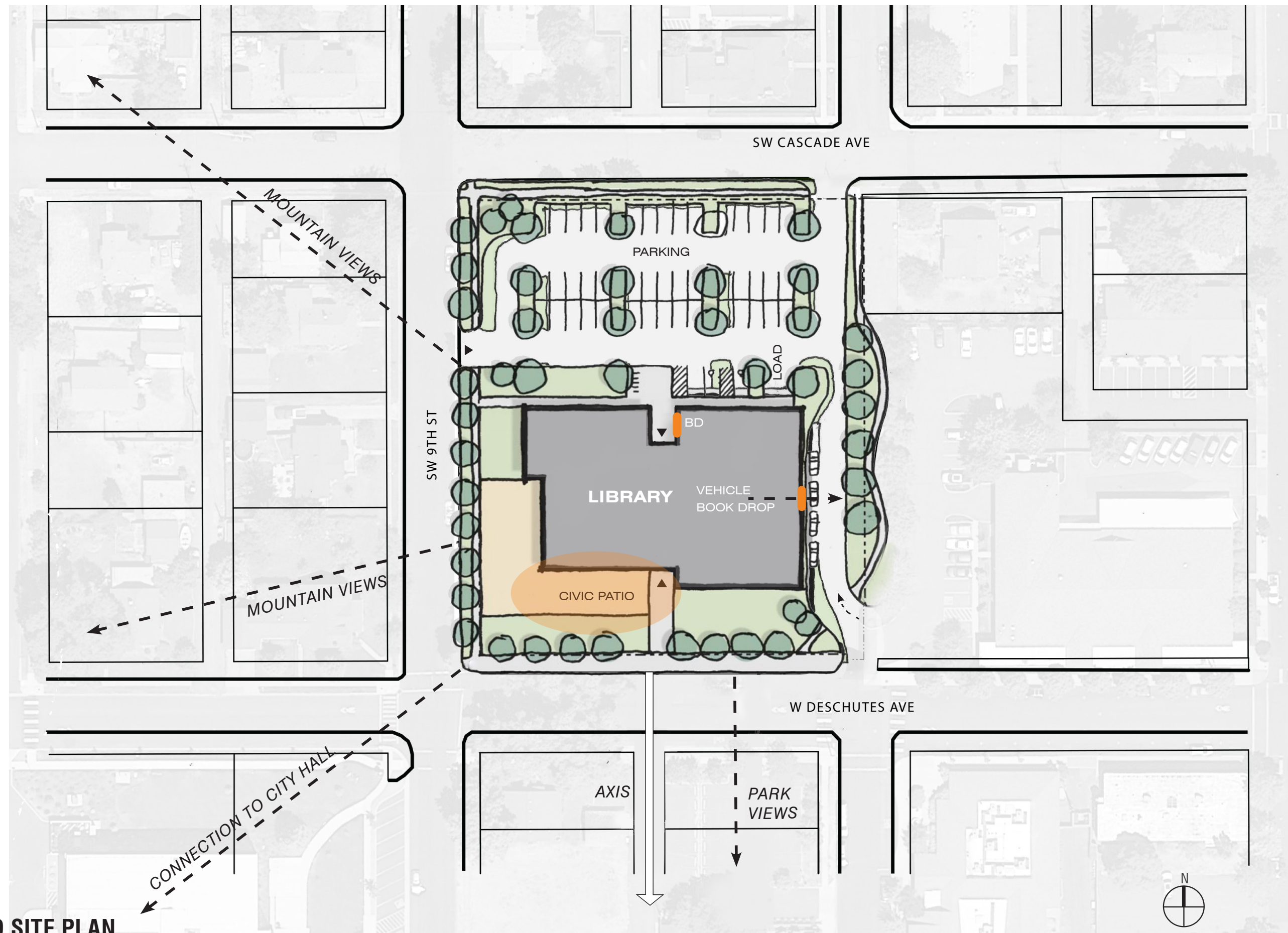


Streamline Moderne context

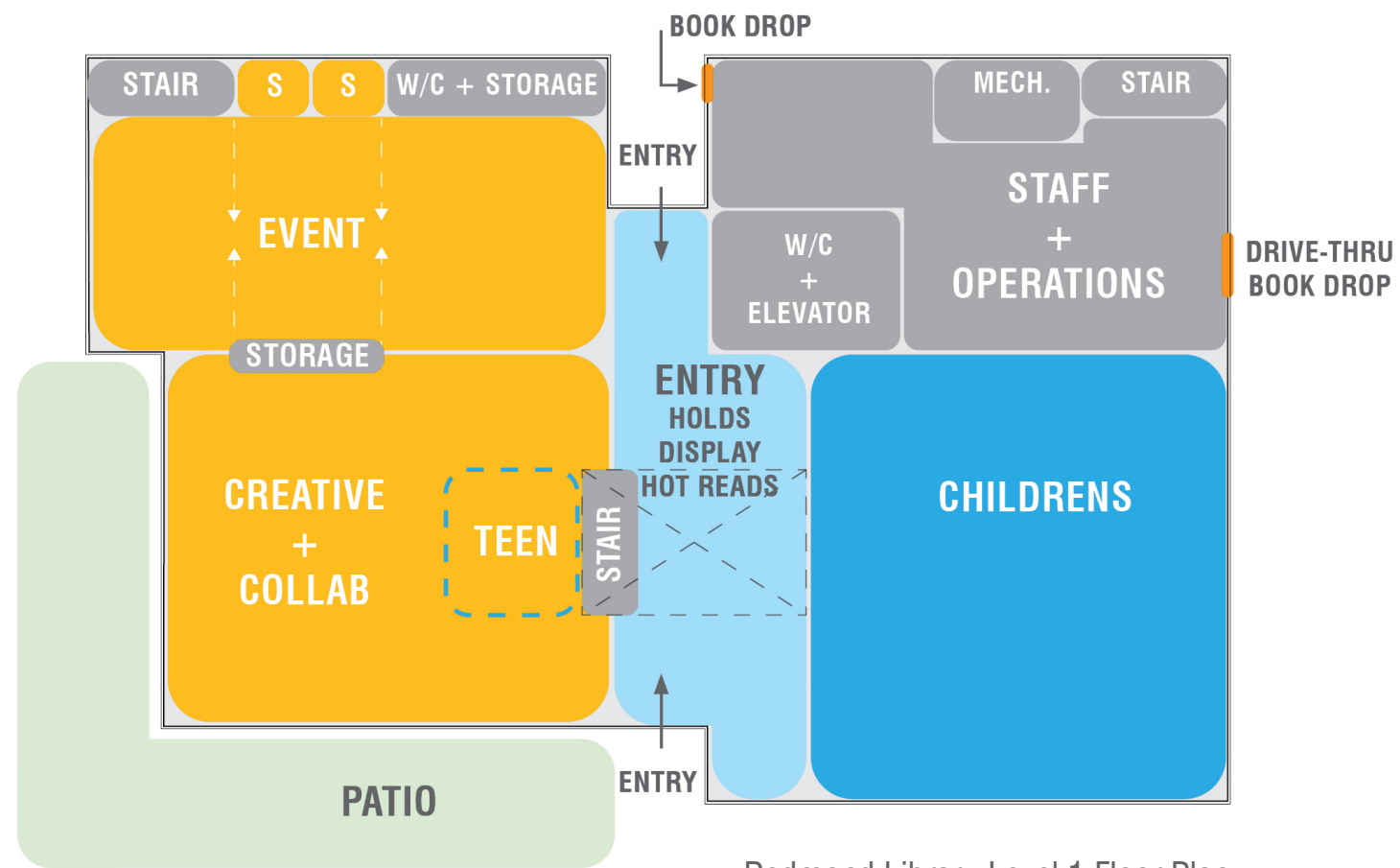


Residential Context

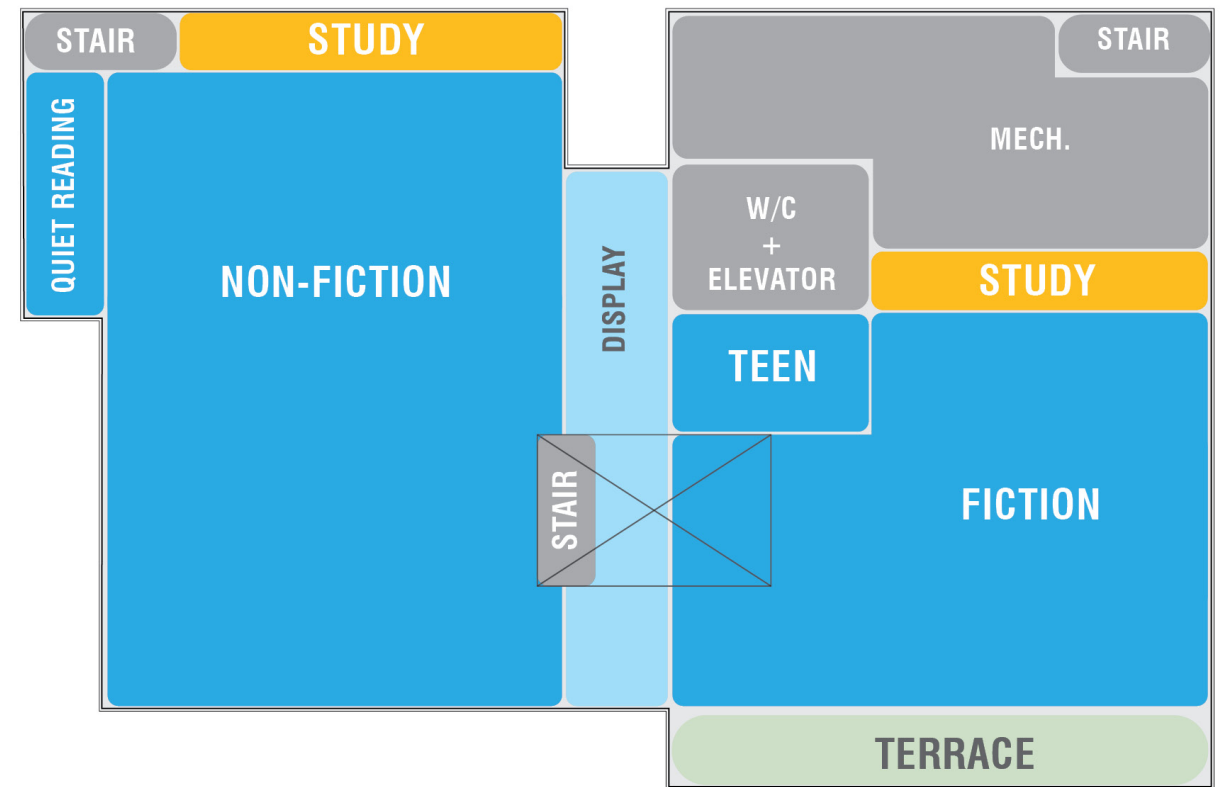
CONTEXT IMAGES



REDMOND SITE PLAN



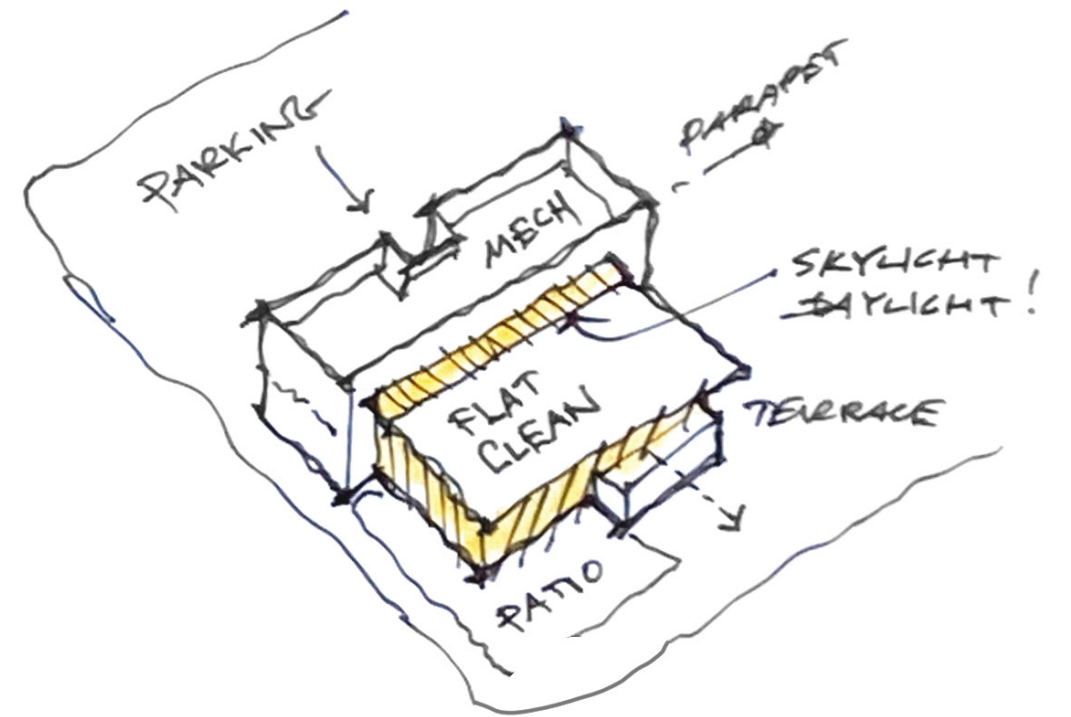
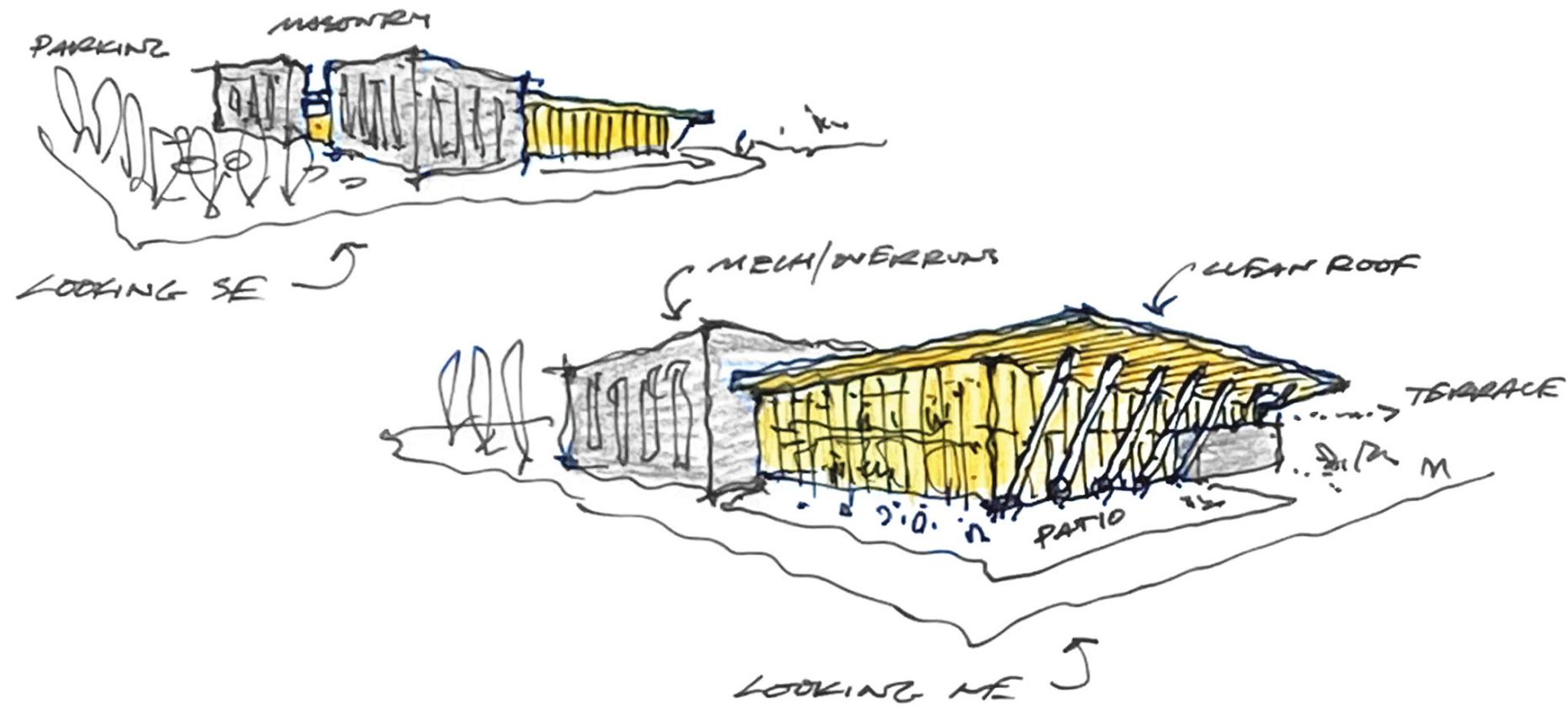
Redmond Library Level 1 Floor Plan



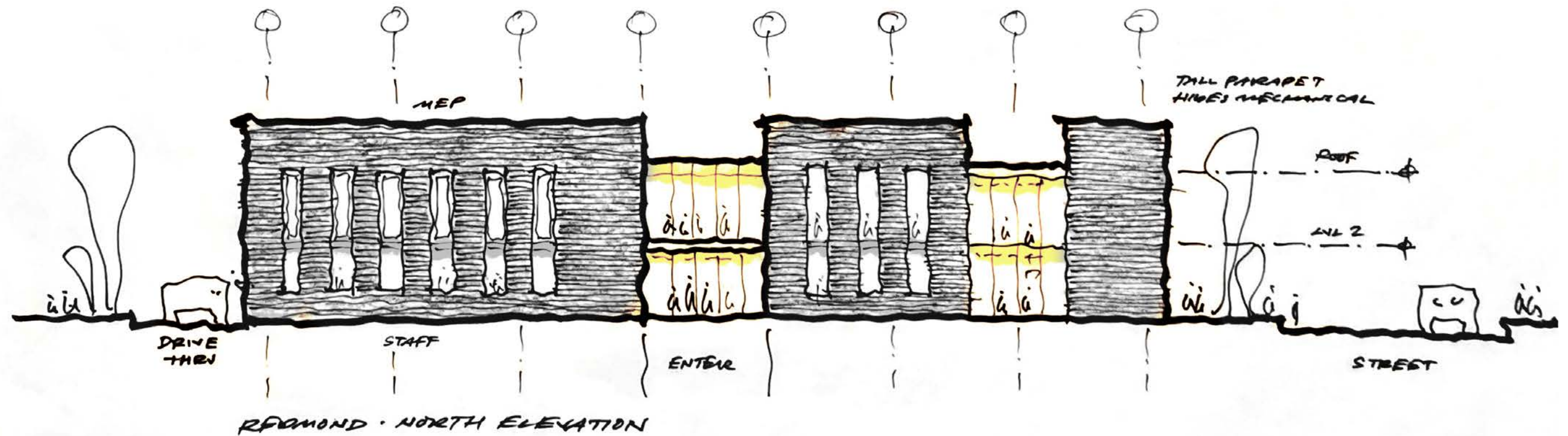
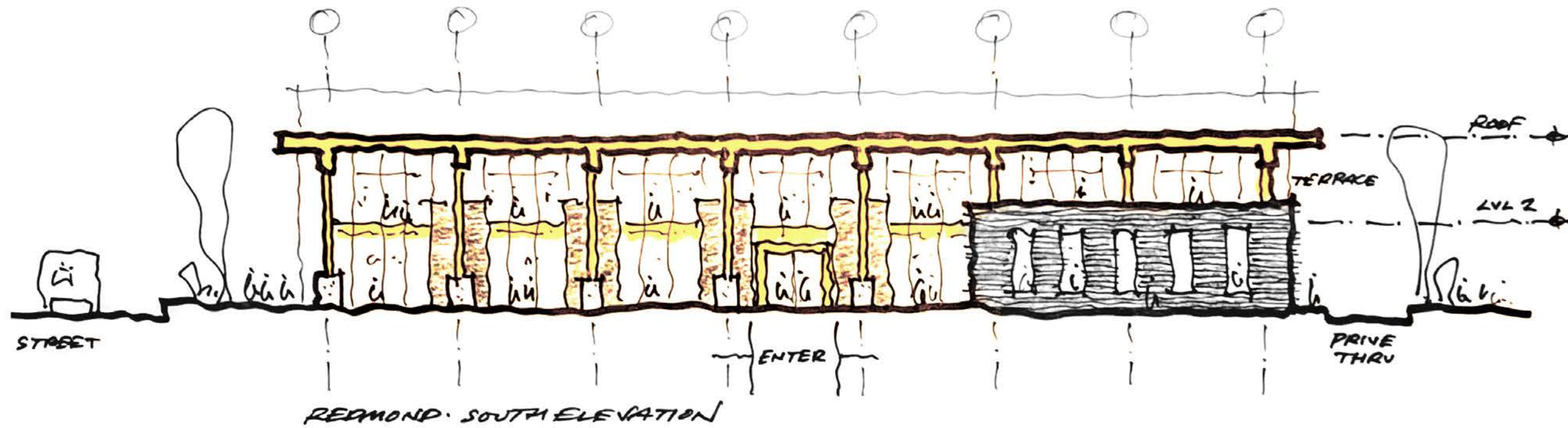
Redmond Library Level 2 Floor Plan

REDMOND SPACE LAYOUT STUDY





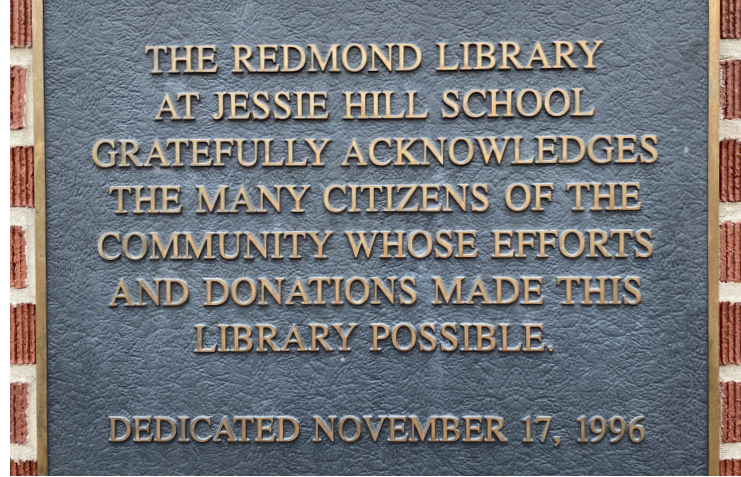
REDMOND PERSPECTIVES



REDMOND ELEVATIONS



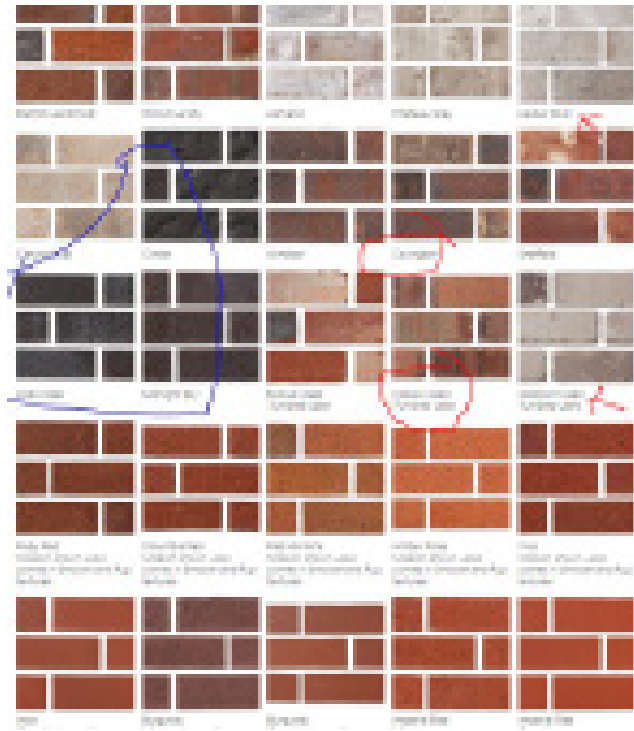
Bellevue IdeaX Library



Redmond Library dedication plaque



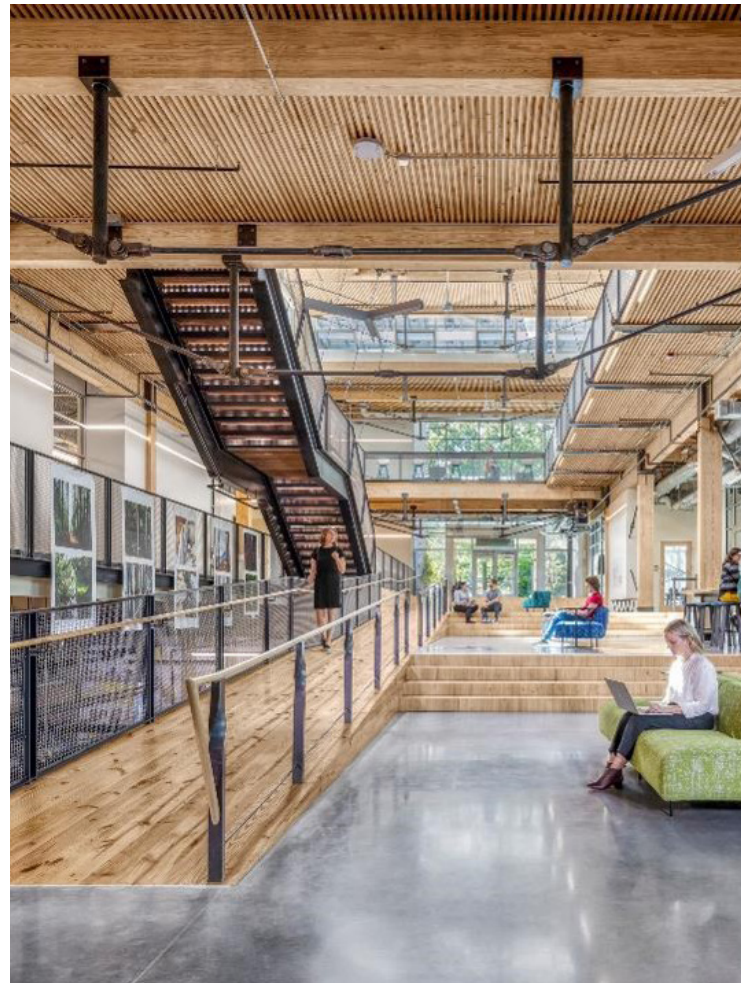
Side entrance into the existing library



Brick masonry precedents



Renovation to University of Arizona Library and Student Success Center



Entry Hall at Kendeda Building for Innovative Sustainable Design at Georgia Tech



Original millwork from Jessie Hill school



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STAFF REPORT

DATE: November 2, 2021
TO: Redmond City Council
Keith Witcosky, City Manager
THROUGH: Dave Tarbet, Police Chief
Devin Lewis, Police Captain
FROM: Jesse Petersen, Lieutenant
SUBJECT: Ord. #2021-10 - An ordinance amending the Redmond City Code Chapter 5 Sections 5.250 through 5.290 pertaining to animals.

Addresses Council Goal:

7. COMPREHENSIVE PLANNING: Enhance the quality of life through adoption of programs, policies, and standards that manage growth while maintaining Redmond's small-town feel.

Report in Brief:

This item requests City Council make updates which modernize City Code Chapter 5: Animals (5.250-5.290).

Background:

For over the last year, the Redmond Police Department (RPD) has worked with the Redmond Justice Court to refine the nuisance process for violations associated with subsections of Chapter 5 of the City Code. Much of this section of the code has not been updated since the early 1990's.

This work led to an overall review of City Ordinances regarding animals - sections 5.250 through 5.290; and a subsequent list of recommended improvements which are highlighted in the "Discussion" section of this staff report.

Overall, the code updates will better guide and improve safety for Redmond Police Officers and the community regarding animal control and ownership responsibilities and requirements.

Discussion:

These code updates specifically address the following areas:

- Declaring an animal as dangerous,
- Jurisdictional responsibility for tracking dangerous animals,
- Clarifying requirements for an owner or keeper of a designated dangerous animal, and
- Aligning the process with the practice for animal owners to claim an impounded animal.
- Clarifying the responsibilities of an owner whose animal is taken to a shelter;
- Changing animal quarantine protocols;
- Resolving other code language related to animal control issues. Such as calls to the PD regarding dogs being dropped off and left unattended at the City's dog park; and issues related to dog waste not being disposed of properly; and
- The need for an exemption for designated law enforcement animals to be permitted to be off leash if they are involved in official law enforcement actions.

The Code changes also expand various definitions, update terminology and create a more reasonable standard for dog licensing. Lastly, the code updates remove non-applicable information.

Fiscal Impact:

There are no direct fiscal impacts from this action.

Alternative Courses of Action:

1. Adopt Ordinance #2021-10
2. Request More Information
3. Do Not Adopt Ordinance #2021-10

Recommendation / Suggested Motion:

"I move to have a first and second reading of Ordinance #2021-10 by title only." (Voice Vote)

(The City Attorney will read the ordinance by title only, twice.)

"I move to approve Ordinance #2021-10." (Roll Call vote)

**CITY OF REDMOND
ORDINANCE NO. 2021-10**

AN ORDINANCE AMENDING THE REDMOND CITY CODE CHAPTER 5 SECTIONS 5.250 THROUGH 5.290 PERTAINING TO ANIMALS.

WHEREAS, the Redmond Police Department has reviewed the existing ordinance and noted inconsistencies in terms used, definitions needing update, revision based on science and best practices, clarification of owner's roles and responsibilities, updating animal nuisance and dangerous animal procedures, while also needing to remove nonapplicable information; and

WHEREAS, the City of Redmond City Council has carefully considered the ordinance improvements and has determined that it is necessary and appropriate to update the ordinance as to better guide law enforcement and our community on animal control issues; and

WHEREAS, the City of Redmond City Council also determined that it is necessary and appropriate to update the ordinance in order to improve the safety of our community; and

WHEREAS, the City Council finds that the attached code amendments are necessary to further these interests.

NOW, THEREFORE, THE CITY OF REDMOND ORDAINS AS FOLLOWS:

SECTION ONE: The City of Redmond hereby amends the Redmond City Code, Chapter 5, adopting improvements from 5.250 through 5.290. The amendments and adopted text are attached hereto as "Exhibit A."

SECTION TWO: SEVERABILITY. The provisions of this Ordinance are severable. The invalidity of any section, clause, sentence, or provision of this Ordinance shall not affect the validity of any other part of this Ordinance which can be given without such invalid part or parts.

PASSED by the City Council and **APPROVED** by the Mayor this 2nd day of November 2021.

George Endicott, Mayor

ATTEST:

Kelly Morse, City Recorder

EXHIBIT A (Ordinance No. 2021-10)

Proposed Code Amendment – Chapter 5, Animals

Code Amendments (new text is red; deleted text is strikethrough, unless otherwise stated):

Animals

5.250 Definitions. For purposes of Sections 5.250 to 5.290 the following words and phrases mean:

Animal. Any domestic dog, domestic cat, reptile, livestock, exotic animal, or wildlife.

At Large. Off the premises of the owner while the animal is not under the complete control of the owner by adequate leash or bridle. However, a dog in a duly recognized obedience school on field training exercise under the direct supervision of a handler or an animal within a vehicle shall not be considered to be "At Large" as defined in this section.

Cat means any animal of the feline species, male or female.

Dangerous Animal means any animal which:

- A. has violated section 5.270(1)(b), (c), or (f), following a prior violation of sections of 5.270(1)(b), (c), (d), (e), or (f);
- B. has violated section 5.270(b) and has been classified as a dangerous animal by Justice Court; or
- C. is trained for or used in animal fighting.

Dog means any animal of the canine species, male or female.

Exotic Animal means:

- A. A lion, tiger, leopard, cheetah, ocelot or any other cat not indigenous to Oregon, except domestic cats;
- B. Any ~~ape, gorilla, or other~~ non-human primate ~~(excluding monkeys)~~; and
- C. Any wolf or wolf mix or any canine not indigenous to Oregon, except domestic dogs (wolf mix shall be any wolf or and dog breed which has been mixed); and
- D. Any any bear; and
- E. Any poisonous or venomous amphibians or reptiles.

Keeper means a person or entity who is a custodian or has temporary possession of an animal and includes the parents or guardian of an animal owner when the owner is under the age of 18 years and when the owner resides with the parent or guardian on the date of the alleged violation. As used in these sections the term owner means either the owner or the keeper.

Owner means the person or entity entitled to possession of an animal and includes a person, firm, association or corporation owning, in possession of, in temporary control of, is the keeper of, or who is responsible for the care of an animal.

Physical injury means impairment of physical condition or substantial pain.

Proper enclosure of a dangerous animal means the secure confinement of a dangerous animal either indoors in a manner *that prevents interacting with non-*

household members, such as guests, visitors, or other invited persons, or in a securely enclosed and locked pen or structure, suitable to prevent the entry of young children and domestic animals and designed to prevent the dangerous animal from escaping. The pen or structure shall have a secure top. If located outdoors it shall also provide enough room for exercise and adequate shelter for the animal from the elements. If the structure is a yard fence it must be a minimum of 6 feet high with gates that remain physically locked.

~~**Unconfined** means not securely confined indoors or confined in a securely enclosed and locked pen or structure upon the premises of the owner or keeper of a dangerous animal. Such pen or structure must be securely constructed and must be adequate to ensure the confinement of the dangerous animal.~~

[Section 5.250 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.250 amended by Ord. #93-13 passed April 27, 1993]

[Section 5.250 amended by Ord. #97-32 passed June 24, 1997]

[Section 5.250 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.250 amended by Ord. #2002-10 passed June 25, 2002]

5.252 Dog at Large.

[Section 5.252 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.252 deleted by Ord. #2002-02 passed January 22, 2002]

5.255 Dog Licensing.

1. Except as provided in subsection (3), every dog **over 5 months of age** within the City that has a set of permanent canine teeth shall be licensed through Deschutes County Animal Control. The license tag shall be attached to a collar worn by the dog. The owner and/or keeper of the dog shall be found in violation of this ordinance if the dog is not wearing its collar and tag or if the tag is not present on the dog's collar at any time.
2. An owner of a dog within the City shall license the dog not later than 30 days after the person becomes the owner of the dog.
3. Licenses shall not be required for dogs owned by pet store owners, dealers, breeders or exhibitors if the dogs are kept in a pet store or kennels exclusively for sale, exhibition or transportation purposes or while such dogs are being transported to and from a dog show or fair. Licenses are not required for **service dogs used by blind persons**.
4. A violation of this section is a Class B civil infraction.

[Section 5.255 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.255 amended by Ord. #97-32 passed June 24, 1997] [Section 5.255 amended by Ord. #98-16 passed March 24, 1998]

[Section 5.255 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.255 amended by Ord. #2010-04 passed April 27, 2010]

5.257 Animal Waste.

1. It shall be unlawful for a dog or an animal to deposit solid waste matter on any property other than that of the person owning or keeping said animal. The owner

having the care or control of the animal shall be responsible for animal waste, but it shall be a defense to this action if the owner immediately removes the solid waste deposited by his animal on any property other than the owner's. ~~An owner of an animal shall remove all visible solid waste from the owner's property within seven days.~~ **Being in an authorized off-leash area does not exempt owners or keepers from following this animal waste ordinance.**

2. An owner of an animal shall remove all visible solid waste from the owner's property within seven days.
- 2- 3. A violation of this section is a Class B civil infraction and/or a Class B administrative infraction.

[Section 5.257 added by Ord. #91-26 passed August 27, 1991]

[Section 5.257 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.257 amended by Ord. #2010-04 passed April 27, 2010]

[Section 5.257 amended by Ord. #2014-05 passed April 8, 2014]

5.260 Cat Nuisance.

[Section 5.260 added by Ord. #91-26 passed August 27, 1991]

[Section 5.260 deleted by Ord. #2002-02 passed January 22, 2002]

5.265 Animals at Large.

1. No animal, other than domestic cats, shall run at large, except in designated public off-leash areas, regulated by the City of Redmond. The owner/keeper **having the care or control of the animal shall be responsible for an animal at large. Law enforcement animals are exempt from this ordinance while involved in official law enforcement activities.**
2. A violation of this section is a Class B civil infraction. Any animal found at large which is subject to this subsection shall be impounded at the owner's expense.
3. Sections 5.250 through 5.285 of the City Code shall be enforced within designated off leash areas. Additionally:
 - A. All puppies younger than 4 months are prohibited within off-leash areas.
 - B. Female dogs in heat are prohibited within off-leash areas.
 - C. **While in an authorized off-leash area the owner/keeper must always remain in visual site and voice command of the animal.**

[Section 5.265 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.265 amended by Ord. #97-32 passed June 24, 1997]

[Section 5.265 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.265 amended by Ord. #2002-10 passed June 25, 2002]

[Section 5.265 amended by Ord. #2009-11 passed September 8, 2009]

[Section 5.265 amended by Ord. #2010-04 passed April 27, 2010]

5.270 Animal Nuisances.

1. A dog or other animal is a nuisance and the owner of the animal shall be responsible, if the animal:
 - A. Disturbs any person by frequent or prolonged noises.
 - B. Bites, injures or attacks a person.

- C. Shows a propensity to bite persons, by placing a person in fear of imminent physical injury, without provocation, said fear being reasonable under the circumstances.
 - D. Chases any vehicle or person.
 - E. Damages property belonging to a person other than the owner of the animal.
 - F. Attacks, injures or kills an animal or fowl belonging to a person other than the owner of the dog or animal.
 - G. Scatters garbage.
- ~~2. It shall be an affirmative defense if the victim is trespassing on the owner's property at the time of the violation of section 5.270(1). It shall be an affirmative defense to section 5.270(1)(b) or (c) that the animal was provoked by the victim.~~
2. It shall be an affirmative defense to 5.270 (1B or 1C) if:
- A. The victim is willfully trespassing on the owner's property at the time, or
 - B. That the animal was provoked by the victim, or
 - C. That the person injured or bitten was committing or attempting to commit a crime on the owner's property, or
 - D. Such animal was protecting or defending the owner/keeper within the immediate vicinity of the animal from an unjustified attack or assault.
3. A violation of section (1)(B), (C), (D), (E), or (F) is a Class A civil infraction. ~~If there is a violation of section (1)(B), the Court may classify the animal as a dangerous animal if the court determines that there is a substantial likelihood that the animal will violate section (1)(B) again.~~
4. A violation of section (1)(A) or (G) is a Class B civil infraction.
- ~~5. A violation of section (1)(B), (C), or (F) following a prior conviction under section (1)(B), (C), (D), (E), or (F) and involving the same animal is a Class A civil infraction. The Justice Court shall also enter an order that the animal is a dangerous animal and shall impose on the owner requirements set out in section 5.272.~~
- ~~6. The City may petition the Justice Court to classify an animal as a dangerous animal subject to the requirements of section 5.272. Upon the filing of the Petition the Justice Court shall promptly set the hearing and shall provide the owner with not less than seven days notice of the hearing date. The Court shall deem the animal as dangerous if it finds that there is a substantial likelihood that the animal will violate 5.270(1)(B) or that there has been a prior violation of 5.270(1)(B), (C), (D), (E), or (F) and a subsequent violation of 5.270(1)(B), (C), or (F).~~

[Section 5.270 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.270 amended by Ord. #97-32 passed June 24, 1997]

[Section 5.270 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.270 amended by Ord. #2002-10 passed June 25, 2002]

[Section 5.270 amended by Ord. #2010-04 passed April 27, 2010]

5.271 Declaring a Dangerous Animal

1. If there is a violation of section 5.270 (1)(B), the City may petition Justice Court to declare the animal as a dangerous animal if there is a substantial likelihood that the animal will violate section 5.270 (1)(B) again. If proclaimed as dangerous, Justice Court will impose on the owner requirements set out in section 5.272

2. In the case where a violation of section 5.270 (1)(B), (C), or (F) occurs following a prior conviction under section 5.270 (1)(B), (C), (D), (E), or (F) and involving the same animal, the newest violation is a Class A civil infraction, and;
3. The City may petition the Justice Court to classify an animal as a dangerous animal subject to the requirements of section 5.272.
4. Upon the filing of the Petition the Justice Court shall promptly set a hearing and shall provide the owner with not less than seven days' notice of the hearing date.
5. The Justice Court shall deem the animal as dangerous if it finds that there is a substantial likelihood that the animal will violate 5.270 (1)(B) or that there has been a prior violation of 5.270(1)(B), (C), (D), (E), or (F) and a subsequent violation of 5.270 (1)(B), (C), or (F).

5.272 Dangerous Animal Restrictions

1. ~~An owner of a dangerous animal will post the premises at the expense of said owner.~~
2. ~~An owner is responsible to make certain that a dangerous animal shall not go unconfined on the premises of the owner.~~
3. ~~An owner is responsible to make certain that a dangerous animal shall not go beyond the premises of such person unless such animal is securely leashed and humanely muzzled.~~
4. ~~A violation of this section is a Class A civil infraction. In addition, following a violation of this section, the Justice Court may order other relief that the Court deems appropriate for the protection of the public, including that the animal be destroyed.~~

The owner or keeper of a designated Dangerous Animal must:

1. At the owner/keeper's expense, post at each entrance to the premises in which the dog resides a clearly visible warning sign that there is a dangerous animal on the property. In addition, the owner shall conspicuously display a sign with a warning symbol that informs children of the presence of a dangerous animal.
2. Confine the dog in a proper enclosure while on the premises of the owner.
3. While the animal is off the owner's property, the animal must: be controlled by a person at least 18 years of age, of sufficient size and strength to control the animal, be on a substantial leash and muzzled in a manner that prevents the dog from biting people and other animals but does not injure the animal or interfere with his/her vision or respiration.
4. Within 14 days, the owner shall have the animal identified by a microchip implant at the owners' expense and provide the microchip information to the Redmond Police Department.
5. If the dangerous animal has been sold, rehomed or euthanized, the owner shall provide the Redmond Police Department with the name, address and telephone number of the new owner or new address of the dangerous animal, or written verification of euthanasia; within 3 business days.
6. A violation of this section is a Class A civil infraction. Following a violation of this section, the Redmond Police Department may petition Justice Court to:
 - A. Order a hearing;
 - B. Terminate the owners' rights to animal;
 - C. Order that the animal be humanely destroyed or;

- D. Terminate the owners right to the animal and place the animal with the Animal Shelter who would make a determination if the animal should be rehomed, rehabilitated, or humanely destroyed.

[Section 5.272 added by Ord. #91-26 passed August 27, 1991]

[Section 5.272 amended by Ord. #97-32 passed June 24, 1997]

[Section 5.272 amended by Ord. #2002-02 passed January 22, 2002]

5.275 Impoundment / Destruction.

1. Dangerous Animal
 - A. At the time a citation is issued under section 5.272 or under section 5.270 for an animal classified as a dangerous animal, the animal shall be impounded and held at the ~~Humane Society of Redmond~~ Animal Shelter until any citations issued to the dangerous animal's owner have been resolved and until the Justice Court has determined whether or not the animal should be destroyed. The citation shall contain a notice to the owner that if they fail to appear or if a violation of section 5.272 is found, their rights to the animal may be forfeited and the animal may be destroyed. If the Justice court finds the owner in violation of section 5.272, the owner shall be required to pay all costs of impounding and keeping the animal.
 - B. If the owner of an impounded animal fails to appear in Justice Court to answer the charges filed against the owner which resulted in the animal's impoundment or if the owner fails to appear at any other time as required by the Justice Court, the ~~court~~ City may petition the Justice Court to issue an order terminating the rights of the owner to the animal or setting such other conditions on the continued possession of the animal that Justice Court determines is appropriate to protect the public. The Justice Court may also order that the animal be humanely destroyed.
 - C. If the owner appears and the Justice Court finds that a violation of Section 5.272 or 5.270(1)(B) has occurred, the ~~Court~~ City may also-petition that the Justice Court issue an order that the rights of the owner in the animal be terminated and/or that the animal be destroyed in a humane manner or set such other conditions on the continued possession of the animal that the Justice Court determines is appropriate to protect the public.
2. Nuisance / Unlicensed / At Large / Safekeeping Animal
 - A. An animal that is a nuisance as described in Section 5.270, is unlicensed as required by city ordinance or state law or is at large in violation of City Ordinance may be impounded.
3. An animal impounded as a nuisance, because it is unlicensed, or because it is at large, shall be handled as follows:
 - A. The animal shelter operator shall make reasonable effort to locate the owner of the animal and inform them of what must be done to release the animal. If an animal is licensed, the shelter operator shall make reasonable effort to contact the owner by telephone or in person. If the animal is not licensed, the shelter operator is not required to use a particular method of notifying the owner.

- ~~B. Impounded animals may be reclaimed by paying the expense of keeping the animal and other fees or amounts, such as licenses and fines, provided by law.~~
- B. Impounded animals may be reclaimed by paying the Animal Shelter's fees and expenses of keeping and caring for the animal at the time of return. Additionally, the owner/keeper is responsible for addressing any other fees or costs such as licenses and fines, provided by law.
- C. Unlicensed animals that are not reclaimed within three days and licensed animals that are not reclaimed after five days of being impounded may be disposed of by the shelter operator by selling the animal, securing a home for the animal, or destroying the animal in a humane manner.
4. Any animal taken to the shelter as a safekeeping hold for the owner shall remain under care of the shelter for up to 10 days at the owner's expense. If the owner of the animal does not arrange the reclamation of the animal before the eleventh day, the animal may be disposed of by the shelter manager by adopting the animal, securing a home for the animal, or destroying the animal in a humane manner.

[Section 5.275 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.275 amended by Ord. #97-32 passed June 24, 1997]

[Section 5.275 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.275 amended by Ord. #2002-10 passed June 25, 2002]

[Section 5.255 amended by Ord. #2010-04 passed April 27, 2010]

5.280 Seizing Certain Animals. Any animal found biting, attacking or injuring or which has injured a person may be summarily seized by any person and promptly delivered to a member of the Redmond Police Department. Further, any member of the Redmond Police Department may apply to the Justice Court for a warrant authorizing the search for a seizure of any animal that has violated Redmond Code Section 5.270 or 5.272.

[Section 5.280 amended by Ord. #91-26 passed August 27, 1991]

[Section 5.280 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.280 amended by Ord. #2002-10 passed June 25, 2002]

5.282 Exotic Animals.

1. No person shall keep any exotic animal within the City limits of Redmond. Provided, however, any such animal used in connection with a circus or other special event for which a special permit has been issued by the City, shall be exempt from this regulation.
2. A violation of this section shall be a Class A civil infraction for each day the animal remains within the City limits of Redmond.

[Section 5.282 added by Ord. #93-13 passed April 27, 1993]

[Section 5.282 amended by Ord. #97-32 passed June 24, 1997]

5.285 Quarantined and Rabid and Quarantined Animals.

1. All animals noticeably infected with rabies and displaying vicious propensities may be killed by the City without notice to the owner. The owner is required to

notify the city police and public health officials if their animal has been exposed to rabies.

- ~~2. If an animal is believed to have rabies, has been bitten by an animal suspected of having rabies, or has bitten a person, the animal shall be confined by a leash or chain on the owner's premises for a period of ten days. The city police or public health officials may have the animal removed from the owner's premises to a veterinary hospital or other location as determined by the city police or public health official and there placed under observation for a period of ten days at the expense of the owner if, in the opinion of the city police or public health official, the animal is not or cannot be confined in such a manner to protect the public and other animals. An owner shall not remove from the city or destroy an animal that is subject to the quarantine requirements of this subsection.~~
2. An animal that is believed to have rabies or has been bitten by an animal suspected of having rabies, shall be impounded by the Police or public health official, and quarantined for a period to be determined by public health officials.
3. An animal that has bitten a person, where the skin is broken, must be quarantined for a period of 10 days following the bite. If that quarantine occurs at the animal owner's property, the owner will be required to sign a quarantine agreement form provided by the Redmond Police Department.
 - A. After a bite to a human where the skin is broken, the city police or public health officials may have the animal removed from the owner's premises to a veterinary hospital, Animal Shelter or other location as determined by the city police or public health official and there placed under observation for a period of ten days following the bite at the expense of the owner if, in the opinion of the city police or public health official, the animal is not or cannot be confined in such a manner to protect, household members, the public and other animals.
4. An owner shall not remove from the city, relocate, or destroy an animal that is subject to the quarantine requirements of the subsections 3 or 3(A).
- ~~3.~~ 5. No person knowing or suspecting an animal has rabies shall allow the animal to be taken off the person's premises or beyond the city limits without written permission of the city police. An owner, or other person, on ascertaining an animal is rabid, shall immediately notify the city police, who shall remove the animal to the Humane Society of Redmond Animal Shelter, Veterinary Clinic or summarily destroy it.
- 4 6. A violation of this section is a Class A civil infraction.

[Section 5.285 amended by Ord. #2002-02 passed January 22, 2002]

[Section 5.285 amended by Ord. #2002-10 passed June 25, 2002]

5.290 Vehicles Injuring Animals.

1. A person operating a vehicle who runs over, strikes, injures, maims or kills a domestic animal shall immediately stop and aid the animal if the animal is injured or provide for the disposition of the carcass if the animal is killed. In either case, such person shall diligently inquire to determine the owner of the animal. If the owner is found, the person shall notify the owner of the occurrence and if the owner is not found, the person shall report it to the police department.
2. A violation of this section is a Class B civil infraction.



CITY OF REDMOND

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STAFF REPORT

DATE: November 2, 2021
TO: Redmond City Council
THROUGH: Keith Witcosky, City Manager
FROM: Jason Neff, Chief Financial Officer
SUBJECT: Resolution #2021-33 - A resolution of the City of Redmond to make budget adjustments.

Addresses Council Goal:

1.A.i.a. Make efforts to scale Public Safety staffing needs in proportion to population growth

Report in Brief:

The item requests City Council approval to add two police officers (Full Time Equivalent-FTE) positions in the Fiscal Year (FY) 2021/22 budget, in lieu of requesting them in the FY 22/23 budget, to address current staffing needs. These positions will be paid for using cost savings within the FY 2021/22 budget.

Background:

The Redmond Police Department (RPD) needs additional police officers from a short- and long-term perspective.

Short-Term Staffing: RPD is experiencing issues meeting minimum staffing levels (i.e. 4 officers per shift). This issue stems from a combination of unanticipated circumstances including delays in the training of new officers / police academy (from COVID-19), officers on administrative leave and other vacancies. Staff planned to request two additional officers in the FY 2022/23 budget, yet now is requesting it November 2, 2021.

Longer-Term/Officers per Thousand Goals: RPD currently has approval for 48 sworn officer positions or 1.45 per 1,000 of the population. The long-term goal is to achieve 1.67 officers per 1,000. To achieve this 'today', the RPD would need to add seven additional officers. Given budget constraints and other factors, the City is requesting only two FTE at this time. The purpose of the metric is to increase officer ability to conduct proactive patrolling activities; an important aspect of policing and community presence. In addition, achieving the metric enables a quicker multi-officer response to high-risk incidents or other emergencies.

Discussion:

To help address the short-term patrol officer FTE deficiency, staff is requesting approval to hire two additional lateral officers (experienced from other law enforcement agencies) available through the latest recruitment effort. These laterals would likely be on duty in January 2022.

The cost of two officers for the second half of FY 2021/22 (approximately \$148,000) can be covered by overall projected Police Personnel Services savings (approximately \$270,000 or 3% of budget). Since the additional cost of the officers can be absorbed in the current budget, Local Budget Law (Oregon Revised Statue 294) does not require a supplemental budget resolution, notice or public hearing.

The purpose of the budget adjustment resolution is to be transparent and formally get approval for the additional officers outside of the normal budget process, including the Budget Committee or a Council Budget Hearing. This approval will replace the request of two additional officers in the FY 2022/23 budget.

Fiscal Impact:

The cost of two additional police officers is approximately \$296,000 annually which is equal to about 1.5% of the General Operating Funds (i.e. Police, Parks, Transportation, etc.) operating expenditures. These positions can be added without increasing the budget. Projected resources in FY 2021/22 and FY 2022/23 are sufficient to cover the additional cost.

Alternative Courses of Action:

1. Approve Resolution #2021-33
2. Do not approve Resolution #2021-33
3. Take no action and request more information

Recommendation / Suggested Motion:

"I move to adopt resolution #2021-33, adding two additional police officer FTE positions to the FY 2021/22 budget, using cost savings within the existing budget."

**CITY OF REDMOND
RESOLUTION NO. 2021-33**

A RESOLUTION OF THE CITY OF REDMOND TO MAKE BUDGET ADJUSTMENTS.

WHEREAS, the City of Redmond will have unexpected and unbudgeted resources and expenditures for FY 2021/22; and

WHEREAS, Local Budget Law (Oregon Revised Statue 294) does not require a supplemental budget resolution, notice or public hearing when an appropriation is not changing.

NOW, THEREFORE, be it resolved by the City Council for the City of Redmond as follows:

SECTION ONE: The City of Redmond City Council hereby adopts the following Budget Adjustments for FY 2021/22, in the following funds with the following changes, now on file at City Hall.

SECTION TWO: The amounts for the fiscal year beginning July 1, 2021, are hereby adjusted as follows:

POLICE FUND	Resources	Expenditures
Interfund Transfers	\$ 0	
Police (Operational Unit (OU))		\$ 0
Change to Police Fund		\$ 0
Change to Police Fund – Total Appropriations		\$ 0

To help address the short-term patrol officer staffing deficiency, staff is requesting approval to hire two additional lateral officers (experienced from other law enforcement agencies) available through the latest recruitment effort. These laterals would likely be on duty in January 2022.

The cost of two officers for the second half of FY 2021/22 (approximately \$148,000) can be covered by overall projected Police Personnel Services savings (approximately \$270,000 or 3% of budget). Since the additional cost of the officers can be absorbed in the current budget, Local Budget Law (Oregon Revised Statue 294) does not require a supplemental budget resolution, notice or public hearing.

SECTION THREE: This resolution shall be effective this 2nd day of November 2021.

ADOPTED by the City Council and **SIGNED** by the Mayor this 2nd day of November 2021.

George Endicott, Mayor

ATTEST:

Kelly Morse, City Recorder



FISCAL YEAR 2021/22 BUDGET ADJUSTMENT

Redmond City Council
November 2, 2021



BUDGET ADJUSTMENT PROPOSAL

ADD 2 LATERAL OFFICERS BY END OF CALENDAR YEAR:

- ADDRESSES SHORT AND LONG-TERM STAFFING ISSUES
- 21/22 BUDGET CAN ABSORB COST (~\$148K)
- PLANNED TO PROPOSE 2 OFFICERS FOR 22/23 BUDGET
- FORMAL COUNCIL APPROVAL IS PREFERRED

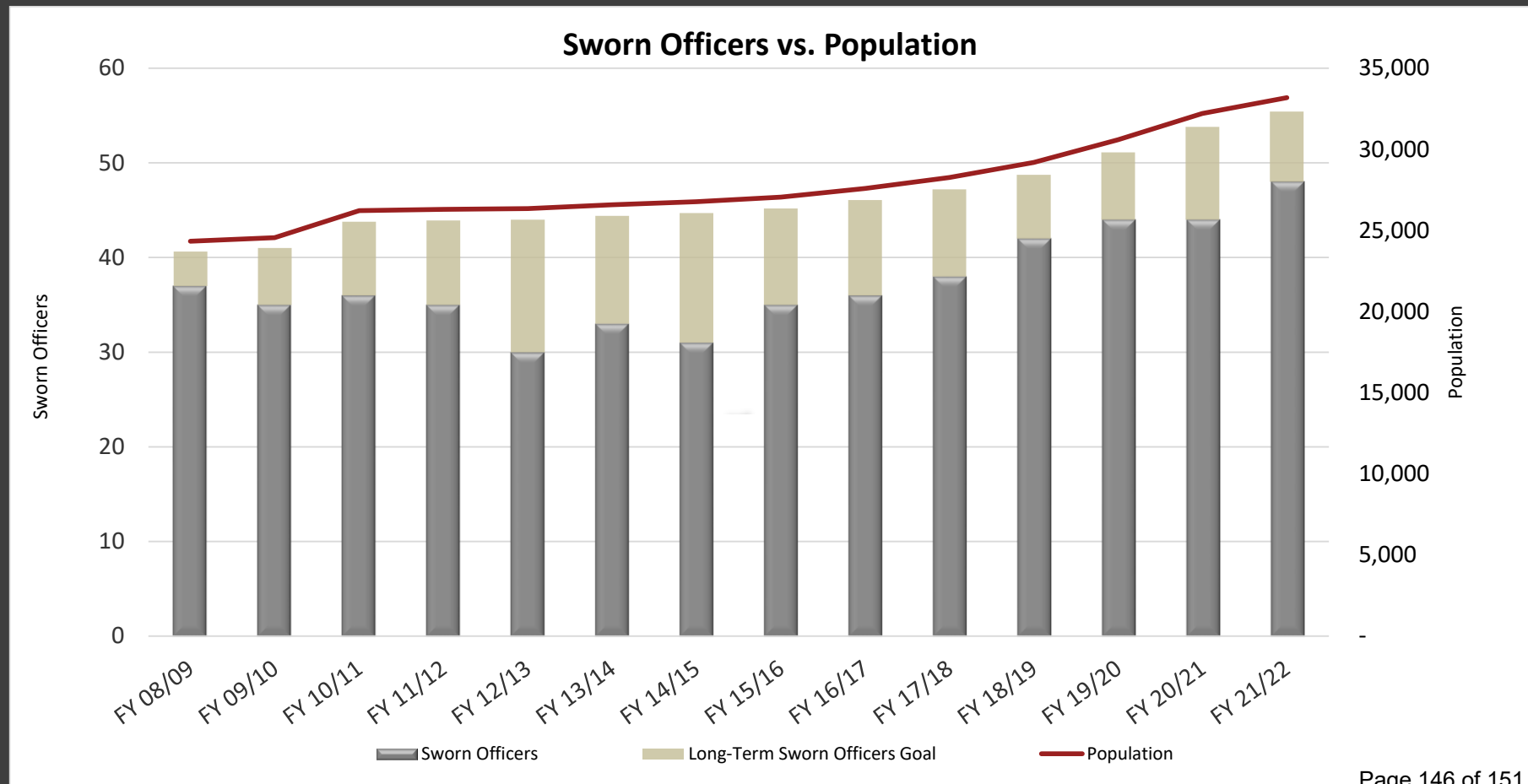


THE REDMOND POLICE DEPT.

SLIDE / 3

48 SWORN
OFFICERS

14 NON-SWORN
PERSONNEL





CALL DURATIONS AND RESPONSE TEAMS







CITY OF REDMOND

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STAFF REPORT

DATE: November 2, 2021
TO: City Council
Keith Witcosky, City Manager
THROUGH: Dave Tarbet, Police Chief
Devin Lewis, Police Captain
FROM: Jesse Petersen, Lieutenant
SUBJECT: City Donation of a 1914 Colt 1911 to the Maryland Museum of Military History

Addresses Council Goal:

6. Community Enhancement and Participation- Create an image and identity that generates community pride and ensures a high level of livability.

Report in Brief:

This item seeks City Council authorization to donate a 1914 Colt 1911 firearm, bearing serial number 69593, to the Maryland Museum of Military History.

Background:

In 1994, the 1914 Colt 1911 was reported stolen to the Redmond Police Department (RPD). In 2018, RPD recovered the stolen firearm and placed it into evidence. The owner of the firearm has passed away and the insurance company has released interest in the firearm to the City of Redmond.

This Colt 1911 has historical significance. It was originally shipped from the Colt factory in Hartford, Connecticut to the Adjutant General of Maryland Fifth Regiment Armory in the early 1900's.

Discussion:

This item has been stored in the RPD evidence room since 2018. Given the significance of this historical firearm, the Maryland Museum is interested in displaying it publicly in their Museum of Military History, located in the Fifth Regiment Armory, where it was originally shipped over a century ago.

Fiscal Impact:

There is no fiscal impact to the City of Redmond.

Alternative Courses of Action:

1. Donate the 1914 Colt 1911 bearing serial number 69593 to the Maryland Museum of Military History.
2. Request more information.
3. Do not donate the item.

Recommendation / Suggested Motion:

"I move to approve the donation of the 1914 Colt 1911 bearing serial number 69593 to the Maryland Museum of Military History."



