



Clackamas Fire District #1

Board Meeting Briefing Packet

February 25, 2019



CLACKAMAS FIRE DISTRICT #1

Click on the red page numbers to be instantly linked to the particular report.

To safely protect and preserve life and property

**Board of Directors' Meeting
Monday, February 25, 2019
Meeting Location: Mt. Scott Fire Station
6:00 pm**

AGENDA

REGULAR SESSION

- I. CALL TO ORDER PER ORS 192.610 TO 192.690
ORS 192.650 – The meeting is being recorded.**
- II. CHANGES TO AGENDA**
- III. APPROVAL OF BOARD WORK SESSION MINUTES ON JANUARY 24, 2019 (p.5) AND THE REGULAR BOARD MEETING ON JANUARY 28, 2019 (p. 13)**
- IV. PUBLIC COMMENT** *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*
- V. BUSINESS – Action required**
 - B-1 Request Board Approval of Three-Year Term Renewals of Clackamas Emergency Services Foundation Trustees Ron Gladney, Kyle Gorman, Sherri Magdlen, Sherie Rosenbaum and Don Trotter – Verbal - Chief Charlton**
 - B-2 Request Board Approval of Two, Four-Year Terms to the Civil Service Commission – DC Whiteley (p. 23)**
 - B-3 Request Board Approval to Surplus Vehicles and Apparatus – DC Gehrke (p. 24)**
 - B-4 Request Board Approval of Construction Contract Amendments – DC Hari/Finance Director Day (p. 26)**
- VIII. OTHER BUSINESS – No action required.** *(These items will be presented individually by staff or other appropriate individuals. A synopsis of each item together with a brief statement of the action being requested shall be made by those appearing on behalf of an agenda item.)*
 - OB-1 Legislative Update – Lobbyist Genoa Ingram**
 - OB-2 Strategic Business Plan Update – Chief Charlton/DC Gehrke (p. 28)**



Click on the red page numbers to be instantly linked to the particular report.

To safely protect and preserve life and property

CLACKAMAS FIRE DISTRICT #1

OB-3 Bond Update – Division Chief Corless

OB-4 Board Committee/Liaison Reports

Capital Projects Committee – Director Trotter/Director Wall

Executive Committee – President Syring/Director Wall

Foundation Liaison – Director Trotter

Interagency Committee – Director Joseph/President Syring

Legislative Committee – Director Joseph/Director Wall

OB-5 Board Informational Updates/Comments

IX. INFORMATIONAL ONLY

A. Divisional Reports

R-1a. Chief’s Report – Verbal - Chief Fred Charlton

R-1a.1 Public Information Office Report – Public Information Officer
Brandon Paxton **(p. 76)**

R-1b Business Services Division – Deputy Chief Doug Whiteley **(p. 78)**

R-1b.1 Business Services – Division Chief Josh Gehrke **(p. 79)**

R-1b.2 Fire Prevention – Battalion Chief Burke Slater **(p. 86)**

R-1c Emergency Services Division – Deputy Chief Ryan Hari **(p. 95)**

R-1c.1 Emergency Medical Services – Division Chief Bill Conway **(p. 96)**

R-1c.2 Financial Services Division – Finance Director Christina Day
(p. 109)

R-1c.3 Operations – Division Chief Mike Corless **(p. 135)**

R-1c.4 Training Division – Battalion Chief John Hopkins **(p. 163)**

R-1c.5 Volunteer Services – Volunteer Services Chief Steve Deters
(p. 165)

R-1c.6 Volunteer Association President’s Report – Verbal – President
Ryan Kragero

B. Correspondence **(p. 168)**

C. Informational Items **(p. 173)**

D. Next Meeting

The next Board of Directors’ meeting will be on Monday, March 18, 2019 at 6:00 pm at Mt. Scott Station 5.

X. REGULAR BOARD MEETING RECESSED



**Click on the red page numbers to be instantly linked
to the particular report.**

To safely protect and preserve life and property

CLACKAMAS FIRE DISTRICT #1

**XI. EXECUTIVE SESSION CALLED UNDER ORS 192.660(2)(f) FOR THE
CONSIDERATION OF INFORMATION OR RECORDS THAT ARE EXEMPT
BY LAW FROM PUBLIC INSPECTION AND EXEMPT PUBLIC RECORDS
PURSUANT TO ORS 192.660(1)(f) AND ORS 192.355(2)(a)**

XII. REGULAR BOARD MEETING RECONVENED

XIII. ADJOURNMENT

UPCOMING EVENTS:

March 4 – Chain of Survival Ceremony – 10:00 am
Providence Willamette Falls Center

March 16 – Clackamas Emergency Services Foundation Auction/Dinner – 5:00 pm
Gray Gables

March 18 - Regular Board of Directors' Meeting – 6:00 pm

Clackamas Fire District #1



**BOARD OF DIRECTORS WORK SESSION MEETING (This meeting was recorded.)
January 24, 2019**

**1. CALL TO ORDER PER ORS 192.610 TO 192.710
ORS 192.650 – The meeting is being recorded.**

President Syring called the meeting to order at 5:31 pm.

Present: Board of Directors Jay Cross, Thomas Joseph, Jim Syring, Don Trotter, and Marilyn Wall; Chief Fred Charlton; Deputy Chief Ryan Hari; Division Chief Mike Corless; Deputy Chief Doug Whiteley; Division Chief Josh Gehrke; Division Chief Bill Conway; Volunteer Services Chief Steve Deters; Finance Director Day; Senior Accountant Anh Le; Volunteer Jerry Kearney; Estacada Chief Jason Crowe; Captain Brent Olson; Citizen Chris Hawes and Executive Assistant Karen Strejc.

Chief Charlton talked about the changes for the agenda. He noted that if anyone would like any of the information in electronic form, it was available.

2. Amended Supplemental Budget

Finance Director Day briefly shared the listed summary of changes: settled labor negotiations, Conflagration Act expenses and Oregon State Fire Marshal reimbursement, capital projects funding (direct loan), multiple grants, insurance reimbursement for Station 19 (for the fire approximately two years ago), surplus sales proceeds, proposed extension of Estacada IGA and additional cost of Feasibility Study, reclassification of copier leases to operating (versus capital) and adjustments to revenue and beginning fund balances in FY19 after the audit was completed.

Finance Director Day noted some of the highlights:

- Adjustments for labor negotiations- requesting to transfer \$957,806 from contingency into salaries and benefits line items to cover the results from the labor negotiations.
- Conflagrations- Expecting about \$886,000 to come in from conflagrations the Fire District responded to during this fiscal year. Director Day noted she was not sure how the Federal Government shutdown might affect disbursements. She would look at this towards June, and possibly put some of this revenue in Fiscal Year 19/20 proposed budget.
- Grant Awards- approximately \$180,000 coming in. Question about Operation Santa costs. Chief Deters shared that this year we received a grant from the Foundation instead of having to reimburse as the program went along. Also, this year expenses were much less than originally planned.

- The Board approved a proposal to secure \$10 million in financing for capital projects funding in two phases: note A was \$7 million and note B was up to \$3 million. The Fire District received the \$7 million in December 2018.
- Beginning fund balances had been adjusted to improve the information and management of funds.
- Chief Charlton shared that in December, when staff provided updates, \$50,000 had been requested for Contract Revenue and \$50,000 as a place holder for a Feasibility Study as none of the request for proposals (RFPs) had been received. He shared that now, the Contract Revenue would be closer to \$75,000 for the remainder of this fiscal year, but Feasibility Study would be about half of \$50,000 that had been budgeted.

Chief Charlton shared that the board meeting agenda would be revised to have the supplemental budget as the third business item. He asked Finance Director Day to revise the staff report for the board meeting.

Chief Charlton explained that one of the challenges the Fire District had this year with the budget was that firefighters were deployed to California for wildfires in 2017 and the \$305,000 reimbursement wasn't received until Summer of 2018. He noted that this had to be recognized in the supplemental budget.

3. Overview of FY 2019/2020 Budget Development

Finance Director Day shared highlights from the annual budget calendar:

- February 1st- the new adjusted due date for budget submittals from stations, programs and departments to division heads.
- March 4th – interview for budget committee candidates. Christina would be advertising for a new budget committee member.

Chief Charlton noted that for the first time, staff met on January 15, 2019 met to review the capital improvement plan.

Finance Director Day went over some changes to the budget and its process:

- This will be the first year of using Munis for departmental budget entry and review by Chiefs. She noted there would be new reports and formats. Captains and Managers would be able to enter their budget and the Chiefs could then review the information. The entries would be able to include a lot of detail. Finance Director Day noted that there had been staff training regarding the new system; she did a webinar and a sheet of instructions to help with this.
- There were some division and departmental changes. Financial Services Division was now part of the Emergency Services Division.

Finance Director Day shared information about the Capital Improvement Plan. She noted that the Fire District had developed a comprehensive list of fixed assets for Munis implementation. Future adjusted replacement costs were calculated for those assets and a timeline was created for replacement. She explained controlled assets, such as laptops, would need to be added in.

Finance Director Day told of challenges the District would be facing in this budget year including:

- PERS rates were going up by 5.6 to 5.8 base points.

- It was a challenge to get revenue estimates from the County and the estimates were often higher than the actual. She stated she planned to budget at 4.75% assessed value (AV) growth and a 95% collection rate. Discussion followed regarding the AV growth and collection rate.

4. Feasibility Study- RFP Proposals, Work Plan and Timeline

Chief Charlton introduced Chief Jason Crowe from Estacada Fire District #69 (EFD). He noted that Chief Deters would be taking the lead on the Feasibility Study for Clackamas Fire District (CFD).

Chief Charlton gave the history of the process used to get to the Feasibility Study. Four RFPs were sent out. Two out of the four responded on time, Matrix and ESCI. When discussing how to rate the proposals, five staff members met (Chief Charlton, Chief Whiteley, Chief Deters, Chief Crowe and Administrative Manager Rodonna with Estacada Fire) and independently scored proposals. ESCI received 431.5 points and Matrix received 404.5 points out of 500.

Chief Crowe noted that CFD and EFD shared the same legal team, Speer Hoyt, who advised a grading scale to use. He shared that EFD's Director Randall thought that ESCI prepared a better proposal. EFD discussed the Feasibility Study at their last board meeting, and the three members who were in attendance unanimously approved ESCI to do the study, and to not exceed \$26,000 as their portion of the study cost.

President Syring shared that at the January 10, 2019 Interagency Committee meeting between CFD and EFD, discussion included the Feasibility Study proposals. He noted the difference in language used in the proposals from Matrix and ESCI.

President Syring brought up how EFD was adamant in wanting to split the cost 50/50 with CFD. Chief Crowe shared that discussion included the importance of transparency and a partnership. EFD felt the 50/50 split was fair and a good way to show the cooperation and transparency to the community.

Director Trotter asked what Feasibility Study had been done already with ESCI for Estacada Fire. Chief Crowe shared that there was a joint feasibility study with Boring, Sandy and Estacada about 15 years ago. He stated EFD had also been involved with their strategic plan as well as their volunteer recruitment and retention plan three and a half years ago.

Director Trotter asked what EFD and CFD thought about costs as ESCI offered two. Discussion followed regarding paying an additional \$2,000 to have ESCI perform an apparatus and facilities study. It was determined that it was worth paying the additional \$2,000.

Director Wall felt that there were issues with using ESCI for the Boring Feasibility Study and was surprised that ESCI was chosen. Chief Charlton shared that CFD met with ESCI after the study was completed to discuss what went well and what could have gone better. It was also shared that there would be a different Project Manager than before.

Director Joseph shared about prior experience with ESCI; feeling they were accountable and debriefed well with CFD. He felt there was good communication from the post project meeting. He noted that Matrix was from out of state, so he wasn't sure how good the communication would be. ESCI was within state, allowing for additional meetings if needed. Group discussion followed about the importance of face-to-face meetings.

Director Trotter noted a major change for ESCI is that they changed the Project Manager. He noted that of the five people involved, only one was involved in the Boring study, so he knows what CFD thinks as he understands CFD. He felt ESCI has taken steps to correct issues. He shared a difference between the two proposals is that ESCI explains the information provided and is more detailed than Matrix. He felt that another advantage is that ESCI knows our District well since they did a previous Feasibility Study with us.

President Syring asked if we should do a complete Feasibility Study, complete with apparatus and facilities. Director Cross stated we should do a full Feasibility Study including apparatus and facilities. Director Trotter stated it was worth the extra \$2,000 to include apparatus and facilities in the study.

Director Joseph shared that EFD felt comfortable paying 50%, even though there would be more work done for CFD, since we are a larger agency.

Chief Crowe noted how paying 50% shows the community the equal partnership and cooperation with CFD. He noted how the transparency to the citizens and the cooperation in the study was more important than extra cost. Discussion about how the perception of the community was important.

Chief Deters shared that he tries to remember that companies like this do not do what you expect but what you inspect. He shared he has lots of time to inspect what they produce.

5. Amended IGA with Estacada Fire District #69

Chief Charlton has worked through a short term amended IGA with EFD staff. He noted the needs were the services that were critically important to EFD and that EFD was bound by some financial challenges.

Chief Charlton gave the history of the IGA and shared that the current IGA would end Jan 31, 2019. He shared that the CFD Board Interagency Committee met twice. Chief Crowe and Chief Charlton along with the staff had many meetings and came up with a short term strategy to help EFD meet their needs, which was an amended IGA from February 1, 2019 through September 30, 2019. He noted they reduced a number of services given to EFD.

Discussion followed regarding the length of the IGA in light of the Feasibility Study not being completed by the end of June. Chief Charlton noted a 90-day termination clause was included as a way for both agencies to end the IGA rather than the other three options. Discussion regarding termination followed.

Director Trotter suggested including a renewal term, to cover if the Feasibility Study was completed and to provide time to do whatever was decided. He felt it will take time beyond the 90 days to complete whatever decision was chosen.

Chief Crowe explained that the September 30th date was proposed by EFD in light of their budget and he was comfortable going to that date. He felt that as long as the two Districts work together to make services work and extend out if needed, the IGA would work.

Director Joseph shared that he thought three months after the Feasibility Study was completed would be enough time for Boards to take action to carry out the result of the study.

Chief Crowe noted that the IGA would be amended by both boards at any time if mutually beneficial to both parties.

Chief Charlton shared that there would be an increase in costs for the IGA as of July 1 due to the collective bargaining agreement and that the Fire Prevention services would be pay as needed. With this, EFD has to request the fire investigators from CFD.

Chief Charlton shared that they would update the IGA with tract changes and bring to the CFD meeting Monday night.

BC Deters shared that EFD wouldn't be participating in the Volunteer Academy. Chief Crowe shared that EFD would do their own Volunteer Academy. Having a Feasibility Study would show what EFD needs to do to operate.

6. Overview of 2020 CFAI Accreditation Process

DC Whiteley shared Accreditation facts and history:

- Commission on Public Safety Excellence (CPSE) is a large group formed by the International Association of Fire Chiefs, with a main goal of continuous improvement for Fire Agencies. Shortly after, the Commission on Fire Accreditation International (CFAI) was developed as the guiding body that reviews and grants accreditation under the CPSE.
- Currently, there are about 259 international Fire Agencies that are accredited. Of these, only one in Oregon, which is CFD.
- Over time, the guidelines for accreditation were made more stringent.
- CFD first became accredited in 2000 and has been re-accredited every 5 years. The Board has supported it over the years. In 2014, DC Whiteley was brought in, to shadow the Accreditation Manager BC Ken Horn. In 2015, DC Whiteley took over the role. BC Brian Stewart will be the next Accreditation Manager.

DC Whiteley explained points why accreditation was important:

- All hazard risk analysis – looks at everything CFD does.
- Continuous quality improvement.
- Validation and verification of CFD's good work.
- Recommendations for improvement.
- Ongoing accountability.

DC Whiteley shared accreditation details:

- Strategic Business Plan – reviewed each year.
- Community Risk Assessment – looks at natural disasters. BC Stewart secured a grant to help prepare this document. This ties directly in CFD’s Standards of Cover.
- Standards of Cover
- Self-Assessment Manual
 - Broken down into 10 major sections.
 - Covers core competencies- Approximately 86 of these. They are distributed to various people in the District to write to them.
 - Performance Indicators- There are about 260 performance indicators to meet.
- Four to five assessors will visit CFD to perform a visit and confirm that what CFD has said in the document is true. Assessors will return with a recommendation on accreditation, deferral or denial. He noted that they can recommend accreditation, but may also have areas to recommend detail further.
- The Commission Hearing happens twice a year at the Excellence Conference. This is when accreditation is received by CFD.
- The Annual Compliance Report is done each year to share progress of recommendations. CFD has usually completed these by year two. It also shares how CFD can continually improve.
- Northwest Accreditation Consortium group disbanded in 2014/2015. Within the past six months a new group has come together, the Pacific Northwest Consortium. This includes agencies from Oregon, Washington, Idaho and Montana. This will be a peer group to help through the process.
- February 2019 will be the kickoff meeting.

7. Clackamas ASA Recommendations and Discussion

Chief Conway shared the Clackamas ASA (Ambulance Service Area) Emergency Medical Services Strategic Plan draft. In Oregon, the Counties were charged with developing an ambulance service plan. For Clackamas County, Public Health, under Health Housing and Human Services, was responsible for the ambulance service plan and ASA. AMR was ending the five years of their contract as of May 2019. The contract stated they can have up to a 5-year extension. The County said they were going to recommend a 10-year extension. CFD responded that they would like some time to look into this recommendation. He noted they had numerous stakeholders meetings with various groups, discussing what the best services for Clackamas County would be. This draft identified 14 areas of improvement that CFD would like to see with the AMR five-year extension.

Chief Conway shared that the plan was made up of two parts. The first part was the narrative of the plan. The second part was the work plan; which was in a spreadsheet. The spreadsheet allowed CFD to put objectives to each of the 14 goals and create timelines. Chief Conway reviewed each goal briefly.

Discussion followed regarding response times.

Chief Conway noted that this plan and the extension to the contract would be presented to the Board of County Commissioners by the Director of Health Housing and Human Services on January 28th or 29th and then the Board would vote on the plan January 31, 2019.

8. Civil Service Commission Vacancy Update

DC Whiteley stated there were two vacancies on the Civil Service Commission as of February 2019. There were three applicants for these positions. Two of these were incumbents who were willing to run again. The recommendation through legal was to do a public posting in the local newspapers. On February 21, 2019, there would be a brief interview by the CFD Board with the three candidates at the Board Work Session. After this, recommendations would be made and the Board would vote for two on February 25, 2019 at the regular board meeting.

It was noted that the vacancy had been posted for a month locally in the Clackamas Review, Oregonian, The Gresham Outlook, and on the CFD website.

9. Discussion Regarding the Administration Building Project

Chief Charlton stated that CFD had been planning to build a new Administration Building for nearly eight years. He shared CFD had received \$2.5 million from the Clackamas Town Center (CTC) Urban Renewal District. The area for the building was bound by the urban renewal area.

Chief Charlton shared the following points regarding location and design.

- 1,300 square foot meeting room
- 42 offices (cubicles and private offices)
- Conference rooms
- It would be an essential facility with seismic upgrades.

Chief Charlton noted that currently, CFD had a ground lease with Clackamas Community College in place. The Board approved securing a loan. The District chose to do \$7 million loan first; having an additional \$3 million if needed.

Chief Charlton shared the history of the design and cost estimates. The latest estimate was \$7.5 million for a reduced 13,800 square foot building. He noted that they wouldn't bring this to the Board as it was too expensive. Chief Whiteley shared that this estimate did not cover furnishings or architects cost.

Chief Charlton discussed options:

- Engage Emerick Construction could be asked to true up bids.
- Open up for competitive bidding.
- Continue to reduce the proposed size.
- Design and construct a smaller building on the Fuller Road property.
- Remodel existing office locations.
- Do nothing.

Chief Charlton shared they were going back to the drawing board it was important to be as fiscally responsible as possible. He noted there was an agreement that the funds had to be spent

by January 2020. He shared that CFD could reach out to the county and submit a letter requesting an extension.

10. Public Comment

None.

11. Miscellaneous

None.

12. Adjournment

President Syring adjourned the work session at 7:49 pm.

Karen Strejc
Executive Assistant

President Jim Syring

Secretary Jay Cross

Clackamas Fire District #1



REGULAR BOARD OF DIRECTORS MEETING January 28, 2019

(This meeting was recorded.)

I. CALL TO ORDER PER ORS 192.610 TO 192.690

ORS 192.650 – The meeting is being recorded.

President Syring called the meeting to order at 6:01 pm.

Present: Board of Directors Jay Cross, Thomas Joseph, Jim Syring, Don Trotter, and Marilyn Wall; Chief Fred Charlton; Deputy Chief Doug Whiteley; Division Chief Bill Conway; Division Chief Mike Corless; Battalion Chief Burke Slater; Battalion Chief David Scheirman; Battalion Chief Oscar Ramos; Medical Services Battalion Chief Josh Santos; Finance Director Christina Day; Volunteer Services Battalion Chief Steve Deters; Volunteer President Ryan Kragero; Volunteer Jerry Kearney; Lieutenant Greg Holland; Estacada Fire District #69 Interim Chief Jason Crowe and Administrative Manager Radonna Demeter; Genoa Ingram from Court Street Consulting; Citizens Lowell Peterson and Chris Hawes; and Executive Assistant Karen Strejc.

II. CHANGES TO AGENDA

Chief Charlton noted that Deputy Chief Ryan Hari was excused from the meeting. Chief Charlton noted that if there are any questions related to DC Hari's report, staff would be glad to answer them.

Chief Charlton shared that based on last Thursday's Work Session, there was a revised agenda with re-ordered business items, as well as a revised B-1, B-2 and B-3. The changes were in yellow or blue. The finance report was included. A supplemental financial budget handout was distributed at the meeting.

III. APPROVAL OF MINUTES OF THE REGULAR BOARD MEETING ON DECEMBER 17, 2018.

The motion passed unanimously to approve the minutes as written for the regular board meeting on December 17, 2018.

IV. PUBLIC COMMENT

None.

V. PRESENTATION – OP SANTA SUMMARY- Battalion Chief Deters

BC Deters shared a PowerPoint presentation regarding Operation Santa Claus 2018. The 2018 season hosted 15 community parades. Thirty businesses were collection sites, as well as three schools and 19 Fire Stations.

The food warehouse this year was at the old Fleet building. Chief Deters reported that the community support was great. He shared that the National Guard packed 8,500 to 9,000 pounds of food and a Hillsboro basketball team, of 6-10 year olds, packed 10,000 pounds in a few hours.

BC Deters shared that having the warehouse in-house worked well, as there was access to the building at all times. The toy warehouse was at Station 14 in the Annex. Tables were donated each year, which saved the District a rental cost of \$7,000. Station 14 crews made walls for the toy warehouse.

BC Deters reported that this year, 53,771 pounds of food and 8,369 toys were collected. This allowed us to serve 500 families, approximately 2,118 citizens.

The District budgeted for temp labor for a Warehouse Manager. Chief Deters noted that there was lots of help with volunteers and community.

This year there was only one pick-up date. Next, year, the plan was to go back to two pick-up days.

BC Deters shared the number of hours worked for this event:

- For the parades- an average of 26 participants and 104 hours per parade.
- The parade sign placement - about 139 hours.
- Barrel delivery and pick-up- about 47 hours.
- The toy and food pick- about 300 hours.
- Warehouse time- 239 hours.

Director Joseph shared that he helped in a parade for the first time this year. He noted he was very amazed with how organized and well-run the operation was. He thanked BC Deters and all those who helped.

BC Deters suggested trying to keep the operation in house from now on if possible.

President Syring stated that he assisted on a night of the Damascus/Boring parade. He shared that many more people came out this year than in the past. He was very impressed and noted a job well done.

VI. PRESENTATION – LEGISLATIVE OVERVIEW – Lobbyist Genoa Ingram with Court Street Consulting

Lobbyist Genoa Ingram shared that she sent out the tracking report last Friday. She noted that it was more effective to look at electronically than printed.

Lobbyist Ingram stated that the Legislative Committee would be meeting with Director Joseph and Director Wall on February 1, 2019.

Lobbyist Ingram highlighted some of the Bills:

- Senate Bill 240. This would require all State Agencies to use electronic records and signatures by July 1, 2020.
- Bill 2499 would increase the 911 taxes from \$0.75 to \$1.50. Currently each county gets 1% of that money. This bill stated that every county that has a population of 40,000 or less would get 2% of this fee.
- Bill 2620 would give cities and fire districts first right of refusal for ambulance service rather than the counties.
- Senate Bill 5533 was the budget for DPSST. DPSST had positions they needed to fill. The Governor's recommended budget did not include filling those positions. DPSST would be coming in this week; they would have some policy packages to add back those positions. She had been asked to prepare testimony on behalf of the Oregon Fire District Director's Association and Volunteer Firefighters, supporting those policy packages. The testimony was scheduled for Wednesday.
- House Bill 2782 was related to Enterprise Zones. This bill would state that Enterprise Zones must consult with Fire Agencies
- PERS. There are about 15 Bills on PERS. Lobbyist Ingram wasn't sure which ones would move forward.
- Lobbyist Ingram noted there were also many Forestry bills.
- Lobbyist Ingram noted there was a bill regarding Public Safety Entities and that a fire district can use drones to scope out where the fires are.
- Lobbyist Ingram noted there was a bill regarding accessory dwelling units (ADU). Citizens didn't want to allow ADU's in rural areas. She has suggested that this issue be worked through the State Fire Marshal's office and State Forestry Department instead of another agency mapping the area with what was a higher fire hazard and lower fire hazard that allowed ADU's in lower hazard areas. This may be brought back next year due to the complexity of the issue.

VII. ANNUAL MEETING OF THE MEMBER OF THE CLACKAMAS EMRGENCY SERVICES FOUNDATION

The regular board meeting was recessed at 6:25 pm.

President Syring called the Annual Meeting of the Member of the Clackamas Emergency Services Foundation to order as 6:25 pm.

Chief Charlton shared the staff report and proposed budget for calendar year 2019 for the Clackamas Emergency Services Foundation.

Chief Charlton shared a couple of firsts that have happened. This past December, the Foundation through the Fire District, received \$5,000 from ADT, a residential and commercial alarm service. He noted that by bringing Operation Santa in house and with some very generous citizen groups and individuals who volunteered many hours, the expenditures were much less than anticipated. Chief

Charlton also shared that this year the goal of the annual dinner auction was increased to \$72,000 from \$52,000.

Director Trotter noted that this was the third time this budget would be discussed. First, the Foundation's Budget Committee prepared the budget. Second, it was presented to the Trustees. Third, it was recommended by the Board Trustees and to the Member to have this budget adopted. He noted some changes this year: no golf tournament as Trustees decided it was better to focus on one major fundraiser, and less money was spent on Operation Santa.

Director Wall asked what would bring in more funding for the auction compared to last year. Director Trotter that last year the Foundation had a new consultant. It was very pleased with the results and hired her again. Also, the venue was not charging for some services.

Director Trotter also shared that this year, there were gold and silver sponsors for the Foundation. Businesses were being asked to donate money for the paddle raise, which would provide matching funds if a bid was over \$1000.

Director Joseph moved and Director Cross seconded the motion to approve the proposed 2019 annual operating budget for the Clackamas Emergency Services Foundation. The motion passed unanimously.

The Annual Meeting of the Member of the Clackamas Emergency Services Foundation adjourned at 6:30 pm.

The regular board meeting was reconvened at 6:30 pm.

VIII. BUSINESS- Action required

President Syring shared that last Thursday evening, they had a work session and all three business items were discussed.

B-1 Request Board Approval to Authorize the Fire Chief to enter into a contract for a Feasibility Study in cooperation with Estacada Fire District #69-Chief Charlton.

Chief Charlton noted that Interim Fire Chief Jason Crowe was in attendance.

Chief Charlton gave the history of the IGA. In September, Estacada Fire District #69 (EFD), asked for a meeting with CFD's Interagency (IA) Committee. EFD asked for an IGA that would extend services for a period of time in conjunction with a full Feasibility Study. CFD sent out request for proposals (RFP) to four proposers in December. Matrix and ESCI presented proposals. Staff from both Fire Districts reviewed and scored the proposals. Staff requested entering into a Feasibility Study with EFD, with ESCI in the amount of \$51,148; not to exceed \$26,000 per district. This would be funded equally, 50/50 between both Fire Districts.

Chief Crowe shared that the EFD Board approved entering into a contract with ESCI to do a Feasibility Study with Clackamas Fire. They encouraged the 50/50 split.

President Syring noted that the Interagency Committee met with EFD on January 10, 2019.

Director Joseph requested to have the EFD Board as well as CFD's Board take action.

President Syring shared that they were given the proposals prior to the January 10th meeting so they could score them ahead of time. He felt that the ESCI proposal was much more thorough, and they had better recommendations and information. Other reviewers felt the same way and at the meeting it seemed like the group unanimously recommended ESCI.

President Syring shared that at the January 10th meeting, it was the EFD Directors who suggested doing the cost 50/50. The EFD Directors also suggested the September 30, 2019 IGA end date. The total cost would be \$51, 178 for entire study, which included apparatus and facilities. ESCI gave a lesser quote option if CFD didn't choose to have the apparatus and facilities study, but CFD felt that if the full study was done, these portions needed to be included.

Director Trotter shared that he was on the Interagency Committee, when the Boring Feasibility Study with ESCI was conducted and he felt they did a good job. They also did the Estacada Study a few years ago and he felt this was an advantage they had and was one of the reasons he felt ESCI would do well.

Director Wall had a concern with ESCI's performance with the Boring study. The Board's Interagency Committee shared that ESCI was the best fit. She agreed to do a full study with apparatus and facilities.

Director Trotter moved and Director Wall seconded the amended motion to authorize the Fire Chief to enter into a contract with ESCI for a full Feasibility Study including apparatus and facilities in cooperation with Estacada Fire District #69, not to exceed \$26,000. The motion passed unanimously.

B-2 Request Board Approval to Authorize the Fire Chief to Amend the Current Intergovernmental Agreement (IGA) with Estacada Fire District #69

Chief Charlton shared that the current IGA was set to end on January 31, 2019. He suggested amending and extending services through an IGA from February 1, 2019 through September 30, 2019. There were a number of services that CFD would not be providing. Chief Crowe, his staff and EFD's Board requested what services would be covered.

Chief Crowe shared that the EFD's Board was unanimous in approving the amended IGA.

President Syring shared that at the Interagency Committee meeting, they all agreed that it was the right thing to extend the IGA. EFD requested that the final date be moved to September 30, 2019. The Committee recommended to both Boards to approve this change.

Director Trotter suggested a clause in the agreement that stated that the IGA could be extended past September 30, 2019 if needed.

Chief Charlton noted that the legal counsel had put the original IGA together and now this was the second amendment. He shared they felt that none of the changes rose to the level of the comments that the legal counsel had made in the past.

Discussion followed regarding costs. Chief Charlton stated that the costs were trued up and EFD would know what services would cost.

Director Trotter suggested for the motion to include February 1, 2019 to September 30, 2019.

Director Trotter moved and Director Cross seconded the motion to authorize the Fire Chief to enter into an amended Intergovernmental Agreement (IGA) with Estacada Fire District #69 from February 1, 2019 to September 30, 2019. The motion passed unanimously.

Chief Charlton stated that a Joint Board Work Session would be held on February 12, 2019 at Estacada City Hall. This would be the time that ESCI's Project Manager and team would be introduced. A work plan and timeline would be discussed.

B-3 Request Board Approval of Resolution 19-01 – Adopting and Appropriating a Supplemental Budget for Fiscal 2018-2019

Finance Director Day shared the staff report and resolution requesting a Supplemental Budget to change the Fiscal 2018-2019 budget due to multiple reasons as outlined in the staff report.

She noted that there were a few changes made that came from the Board Work Session last week, including: adjusting the general fund, beginning fund balance; changing the Estacada revenues and the service contract and Feasibility Study; and adjusting capital equipment fund to reflect the lower amount of loan proceeds received.

Chief Charlton noted that at the board work session last month, they had a place holder of \$50,000 for IGA revenue and \$50,000 for the Feasibility Study. He stated that these numbers had been trued up; \$78,548 for the additional revenue and up to/not to exceed \$26,000 for the study.

Director Cross moved and Director Joseph seconded the motion to approve Resolution 19-01-Adopting and Appropriating a Supplemental Budget for the Fiscal 2018-2019. The motion passed unanimously.

IX. OTHER BUSINESS – No action required

OB-1 Bond Update

DC Corless gave a construction update for Station 16 and Station 19.

- Station 16 was having the Ribbon Cutting Ceremony on February 12, 2019 at 11:00 am. He noted that they were going through the punch list tomorrow. The hope was to move in before the ribbon cutting event.
- The siding was set to be completed in three weeks at Station 19. DC Corless stated that there was a plan to get windows in by the end of February. The fence around the building would be completed next week. He was hoping to have a ribbon cutting for this station in about six weeks. Discussion followed regarding the road work/improvements near the station.

OB-2 Board Committee/Liaison Reports

Executive Committee

No meeting.

Interagency Committee

Director Joseph shared that there was a Quarterly Fire Service Meeting on January 2nd hosted by Sandy Fire District #72. President Syring was not able to attend, but Director Trotter attended in his place. The next meeting would be held in April, location to be determined.

Director Trotter shared the three topics that were discussed: 1) Nancy Bush from Clackamas County Emergency Management gave an update, 2) ASA contract with the County by Chief Charlton, and 3) C800 Update.

Foundation Liaison

Director Trotter shared that there was a regular meeting for one hour on January 22, 2019 followed by a retreat/work session for four hours. A vision statement for 2025 was worked on at the work session. The vision statement that was formulated was: Clackamas Emergency Services Foundation creates a safer community by empowering first responders, citizen heroes and community partners. This was decided to be the vision for 2025.

Director Trotter noted that at the next meeting, they would work to get a Strategic Business Plan in place and discuss more of the marketing plan.

Director Trotter shared that the minutes from the November 27, 2018 meeting were in the packet.

OB- 3 Board Informational Updates/Comments

President Syring shared that in addition to a joint Board Work Session on February 12th, ⁱⁿ Estacada, there was a Board Work Session on February 21, 2019 at the Training Center. Chief Charlton noted that the meeting would begin at 5:30 pm.

X. INFORMATIONAL ONLY

A. Divisional Reports

R-1a Chief's Report

Chief Charlton shared that staff was working on recommendations for improvements for the Clackamas Ambulance Service Area (ASA). The County Commissioners would review and vote on changes tomorrow.

Thursday, January 31, 2019, the Award and Recognition Banquet and Swearing-in Ceremony would be held at the Abernathy Center.

Tuesday, February 12th was the Ribbon Cutting Ceremony at Station 16.

PIO Paxton has received a request to have open houses on weekends since many people work during the week. An open house at Station 16 has been scheduled for February 23, 2019.

There were 22 internal candidates who participated in the Captain's exam. This was a record number for the District.

R -1b Business Services Division

As submitted with a couple small follow ups from the work session last week.

DC Whiteley shared that discussion included the Civil Service Commissioner Application period, which has closed. There were three applicants. At the February Board work session, the Board would conduct brief interviews. At the board meeting on February 25, 2019, the Board would make the decision of who would fill the two vacant positions.

The Risk Assessment would kick off next week.

Later this week, there would be a meeting to discuss the future of the Admin Building Project.

President Syring had questions about cost recovery. Discussion followed regarding cost recovery for facilities in the community. Division Chief Conway shared that he met with the State Licensor regarding what CFD could and could not expect from the facilities. He noted CFD's next step was to educate community facilities about what was coming and what CFD was going to do.

R -1b.1 Business Services

As submitted.

Chief Gehrke shared that the Captain's test was a success. Attendees were reviewing their scores.

R – 1b.2 Fire Prevention

As submitted.

R -1c Emergency Services Division

As submitted.

R -1c.1 Emergency Medical Services/Training

As submitted.

R -1c.2 Financial Services

As submitted.

Finance Director Day pointed out that in-house payroll system had been implemented as of January 1, 2019.

R-1c.3 Operations

Director Cross noted that there were approximately 1,000 fewer calls than last year. He shared that CFD was being more efficient on calls and saving heavy apparatus for heavier calls.

R-1c.4 Training Division

As submitted.

R -1c.5 Volunteer Services

Chief Deters gave statistics from his board report.

R-1c.6 Volunteer Association President's Report

President Ryan Kragero shared that Operation Santa was the focus of the Volunteers during December. He noted that during this time it reinforced the team or family aspect of CFD. He mentioned how many employees helped in various ways.

President Syring shared that the Volunteers had a Planning Retreat scheduled at Station 18 on Saturday, February 2nd.

B. Correspondence

Noted.

C. Informational Items

Noted.

D. Next Meeting

The next meeting would be on Monday, February 25, 2019 at 6:00 pm.

Chief Whiteley thanked the retiring Battalion Chiefs Oscar Ramos and David Scheirman for their years of service. He shared they probably wouldn't be at any more Board Meetings based on their shift schedules.

Chief David Scheirman thanked the Board for working at CFD.

XI. ADJOURNMENT

The regular board meeting was recessed at 7:25 PM.

Karen Strejc
Executive Assistant

President Jim Syring

Secretary Jay Cross

Memo

TO: Board of Directors
Fire Chief Charlton

FROM: Deputy Chief Whiteley

CC:

DATE: February 25, 2019

RE: Civil Service Commissioner Vacancies

Action Requested

Staff requests the Board of Directors make appointments to the two, four-year term vacancies on the Civil Service Commission.

Background

The Clackamas Fire Civil Service Commission is made up of five members. All positions are four-year terms with offsetting expiration dates. In February 2019, two of the five Civil Service Commissioner terms expire. The remaining three expire in February 2021.

The Fire District has not previously made public postings to fill the Civil Service vacancies as there has never been more applicants than open positions. Out of concern for a transparent process and potential for more than two interested applicants, the Fire District decided to make the vacancies an open application process. At the direction of legal counsel, the vacancies were opened publically for applicants. The positions were posted for over 30 days through local news outlets and on the Fire District website. At the end of the application period there were three applications received. Per Oregon Revised Statute, the Board of Directors will make all appointments to the Civil Service Commission.

At the February 21, 2019 Clackamas Fire Board of Directors' Work Session, the three applicants will be interviewed individually by the Board to assist in making a determination for the appointments to the two open positions.

All applicants have been notified verbally and via certified mail of their interview time and location.

Recommendation and Why

Staff recommends the Board of Directors make appointments to the two, four-year term vacancies on the Civil Service Commission.

Clackamas Fire District #1

Memo

TO: Fire Chief Fred Charlton and the Board of Directors
FROM: Fleet Director Bill Bischoff
CC: DC Doug Whiteley, DC Ryan Hari, and Division Chief Josh Gehrke
DATE: February 6, 2019
RE: Surplus Vehicles and Apparatus

Action Requested

Staff is requesting Board approval to declare the following identified vehicles and apparatus as surplus and to allow the Fire Chief to proceed with disposal.

Model Year	Vehicle ID#	Description	VIN #	Acquisition Cost	Estimated value
2004	2-506	Ford Ranger	1FTYR14U13PB64316	\$12,434	\$3,000
2004	2-508	Ford Ranger	1FTYR14U34PA33695	\$12,918	\$3,000
2007	2-511	Chevrolet Colorado	1GCCS199978150747	\$15,900	\$3,000
2007	2-512	Chevrolet Colorado	1GCCS199778151282	\$15,900	\$3,000
2007	2-513	Chevrolet Colorado	1GCCS199278152288	\$15,900	\$3,000
2008	2-521	Chevrolet Colorado	1GCCS199188165261	\$16,600	\$3,000
2008	2-522	Chevrolet Colorado	1GCCS199X88166585	\$16,600	\$3,000
1986	2-332	Ford Louisville Tender	1FDU90R8GVAL1115	\$150,000	\$7,500
2009	2-527	Chevrolet Silver 1500	3GCEK13329G157677	\$26,450	\$20,000
2006	2-362	Pierce Dash- HR	4P1CD01H76A006278	\$400,000	\$200,000

These vehicles were purchased in compliance with purchasing policies in place at the time of acquisition and the District has titles to all vehicles. Estimated values were determined by staff utilizing Kelly Blue Book or NADA; however, actual prices will vary based on market conditions at the time of sale.

Policy Implications

The Fire District's Standard Operating Procedure (SOP) on disposal of Equipment requires a description of the equipment, method of purchase, an original acquisition cost, and an estimated fair market value.

Budget Implications

Additional revenue may be experienced upon the surplus of these vehicles either through sale to another agency or independent or through trade in on a new vehicle.

UASI funded assets will be sold as surplus according to their guidelines and the funds used for UASI approved purchases.

Recommendation

Staff recommends Board approval to declare the identified rolling stock as surplus and to allow the Fire Chief to proceed with disposal in accordance with District Policy.

Memo

To: Board of Directors
Fire Chief Fred Charlton

From: Deputy Chief Ryan Hari

CC: Finance Director Christina Day

Date: 2/19/2019

Re: Construction Contract Amendments

Action Requested

Request the Board of Directors approve the expenses exceeding the originally contracted amounts for the Fleet/Logistics project, the Fire Station 16 project, and the Fire Station 19 project, plus \$125,000 for additional contingencies, in the total amount of \$962,837

Background

In December 2016, the Board of Directors authorized Resolution 16-07, which allowed the Fire District to utilize the CM/GC process for the Fire Station 16 construction project. Emerick Construction was selected through an RFP process, and the Fire District entered into a CM/GC contract with Emerick Construction through the Pre-Construction Phase of the project.

In May of 2017, the Board of Directors approved Resolution 17-02, an exemption to public bidding, awarding to Emerick Construction the contract for several more District projects, including the Fleet/Logistics building, the Damascus Fire Station 19, an administration building, and training center upgrades/remodel. The exemption was needed to address and capitalize on several factors, including:

- Rapidly accelerating construction costs in the area, and limited bidders as a result; and
- Aligning construction projects with the same contractor would be more efficient for staff, the contractor, and subcontractors, would lower transaction costs, and would provide uniformity in construction; and
- Utilization of the same contractor would allow completion of the projects in a more timely manner; and
- Uniformity in construction would allow efficiency for maintenance in the future.

The Fire District entered into individual construction contracts for the three identified projects with Emerick after careful design work. The contracts each contained limited contingencies of approximately 3% (totaling \$638,536), as staff had spent significant time in design with the architect, and had also conducted due diligence (such as geo-tech testing) on all three sites.

Despite staff's due diligence, a number of unforeseeable, significant factors surfaced that caused the projects to exceed the contingency funds available. Examples of those factors included:

- Additional costs of approximately \$260,000 imposed on the Station 16 project by the City of Oregon City after construction had already been started.
- A very large number of multi-ton buried boulders discovered at the Fire Station 16 site upon beginning excavation, which were previously undetected by geo tech studies, totaling \$24,612.
- The discovery of asbestos in the old Fire Station 16, which required remediation in the amount of \$18,434.
- A previously undetected buried house discovered under the Fire Station 19 site and related poor soil in the area, costing \$114,694 in excavation costs.
- Decommissioning of a previously undetected septic system at the Fleet/Logistics site, costing \$53,626.
- Requirements to widen Damascus Lane in the amount of \$111,701.

In total, the overages for each project are:

- Fire Station 16: \$434,736
- Fire Station 19: \$158,525
- Fleet and Logistics: \$244,576

Due to the fact that additional costs were incurred to address unforeseeable circumstances, through no fault or delay on contractor's part, staff is requesting the Board approve: 1) District payment to Emerick Construction for the overages on the Fleet and Logistics, Fire Station 16 and Fire Station 19 projects in a total amount of \$837,837; and 2) the addition of a \$125,000 contingency to the project fund to ensure completion of and payment for each of those projects.

Policy Implications

This process has been reviewed by District legal counsel to ensure adherence to legal and policy requirements.

Budget Implications

Funding for this process is found in the Capital Projects Fund 30-1300.

Recommendation

Staff recommends the Board of Directors approve the expenses exceeding the originally contracted amounts for the Fleet/Logistics project, the Fire Station 16 project, and the Fire Station 19 project in the amount of \$837,837 and to add the requested additional contingency of \$125,000 for project close-out.

Recommended Motion:

I move to approve District payment to Emerick Construction for amounts owed which exceed project contingencies for the Fleet/Logistics project, the Fire Station 16 project, and the Fire Station 19 project in the total amount of \$837,837, and to increase those projects' contingency by an additional \$125,000.

Memo

TO: Board of Directors
Fire Chief Charlton

FROM: Division Chief Gehrke

CC: Deputy Chief Whiteley

DATE: February 25, 2019

RE: Strategic Business Plan Review and Edits

On September 12, 2018, the Fire District had its annual planning retreat to review the Mission, Vision, Values, and Goals as stated in the 2018 Strategic Business Plan. The Volunteer Association also reviewed these at their annual retreat in October. From the information gathered in both planning retreats, an additional group of attendees' convened to refine the suggested edits and move forward with final suggestions. That group consisted of Volunteers, professional staff and line staff.

Starting with our values, the group felt strongly that the communication in the Fire District was open and shared knowledge, but desired to have a qualifier of "effectively" added. Additionally, they had interest in highlighting the Fire District's value of inspiring leadership with "and develop leaders" because of all the succession planning and movement at all levels of the organization. Lastly, during both the planning retreat and the follow-up meetings, members of the group wanted to recognize our former vision of "Promote public education and public engagement" as no longer being a vision for the future, but a realized and attained value.

Coupled with changes to our values are changes to our vision which include moving, "To maintain accredited agency status" from our goals to a vision. The desire for this change is purely to highlight the fact that it is not a foregone conclusion that we would maintain accredited status. Other changes are the removal of "to model excellence", which in the eyes of the group seemed ambiguous and too subjective. Finally, "To promote public education and public engagement", was removed from our vision and placed in our values.

Furthermore, the goals of the Strategic Business Plan reflect changes we are suggesting. They include removal of goal #5, "Inspire leadership and develop leaders" and moving it to our values. The associated critical tasks, however, are suggested to be added to goal #4. This is a result of further discussion at the executive level to continue supporting those critical tasks performed by the Organizational Development Committee.

In summary, significant edits suggested during this review period are the efforts of staff from all levels of the organization and reflect the Fire District's plan to move forward.

The suggested edits found in the redline version of the Strategic Business Plan are as follows:

- Suggestions to remove are with a strike through.
- Suggestions for additions are in red.



Clackamas Fire District #1
STRATEGIC BUSINESS PLAN

2019

*To Safely Protect and Preserve
Life and Property*



Clackamas Fire District #1

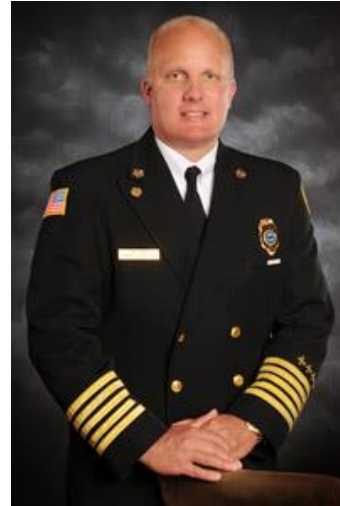
STRATEGIC BUSINESS PLAN 2019

Fire Chief’s Message	3
Introduction.....	4
Developing Goals, Objectives, and Critical Tasks	8
Mission, Values, Vision Statements	9
Organizational Goals and Objectives	10
Goal #1 – Maintain Accredited Agency Status.....	13
Goal #2 – Reduce the Number and Consequence of Fire	14
Goal #3 – Improve Outcomes in Emergency Incidents	15
Goal #4 – Assemble, Retain and Develop a Highly-Trained, Healthy, Dedicated Workforce Reflective of the Community We Serve	16
Goal #5 – Prepare Ourselves and the Community for Disasters	19
Goal #6 – Communicate Effectively	20
Goal #7 – Continue to Strengthen Our Relationships with Our Strategic Partners.....	21
Goal #8 – Provide Exceptional Customer Service.....	22
Goal #9 – Implement Management Practices to Ensure Financial and Operational Sustainability.....	23

To Safely Protect and Preserve Life and Property

January 2019

As Fire Chief of Clackamas Fire District #1, I want to recognize the commitment of care, compassion, dedication, and professionalism that all of our staff, career, volunteer personnel, and elected officials demonstrate every day. This commitment allows us to deliver the highest quality fire and life safety services to the community, citizens, and businesses we serve. All of our professionals make sure the community is safe, but they go above and beyond this commitment by advocating for and supporting efforts to also make sure the community is healthy, livable, and enriching to all. They unselfishly provide basic necessities in the form of food, clothing, and toys during the holidays to those in need. They do not do it because it is a requirement of the job, but because they have chosen a profession that focuses on making a difference in the communities we serve both on and off the job. As Fire Chief, I will continue to support, encourage, and enhance those programs and activities that make our organization truly exceptional.



Clackamas Fire District #1 is unique in many ways. We are unique because of the formation of the organization - a combination of small, community-based fire departments closely connected to their respective communities who, when annexed or merged into a larger organization, have managed to maintain that community connection. This community-based approach has not only established a culture of very close ties between the Fire District and the community, but it has instilled in our personnel the importance of understanding the services required by all individuals.

Fred Charlton

Fire Chief

Clackamas Fire District #1

INTRODUCTION

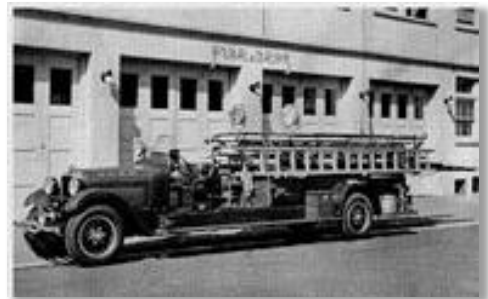
Beginning in 1998 and every few years thereafter, the Fire District has reviewed and updated its strategic business plan. This year the Fire District has not only carefully evaluated and updated its strategic planning document, but it has also reviewed and updated the process used to make that planning document useful to Fire District personnel and to the community we serve. Those changes involved significant Fire District input, and also provided structure to the document to take advantage of clearly-focused objectives. As such, this living, dynamic document allows frequent updates as objectives are met and goals are accomplished.

This year, in addition to long-term goals, the Fire District has identified the most important short-term objectives, critical tasks needed to meet those objectives, timelines, and has committed to completing those during the upcoming year.

If you are a member of the Fire District—career or volunteer firefighter, staff or Board Director—this document will provide guidance for the major and even minor initiatives that the Fire District is pursuing during the next year. Your understanding and support of these initiatives is critical to the Fire District. If you are a citizen or member of the community, this document memorializes our goals for the future and our efforts to make improvements to our programs and the services we provide.



Clackamas Fire District #1 was established as the result of a series of mergers, consolidations, and annexations that took place during the last four decades. Prior to 1933, cities were not authorized to provide fire protection outside of their geopolitical boundaries. Therefore, outside of city limits, there was little or no fire protection. In the 1930s, the Oregon Legislature authorized the formation of Rural Fire Protection Districts to provide services in unincorporated areas.



To Safely Protect and Preserve Life and Property

Unprotected gaps were called Fire Management Zones and were served by counties. A number of these zones existed in Clackamas County until 1974 when the county exited the fire protection business. The commissioners formed Clackamas Fire District #54 in the area surrounding Oregon City to take some of those responsibilities.

In the northern part of the county, around the City of Milwaukie, a similar process was ongoing. Milwaukie Fire Protection District #56 served the area surrounding the City of Milwaukie and north into Multnomah County. Together with Multnomah County Fire District #12, the agencies served an area that extended up to 82nd Avenue and Division in



unincorporated Multnomah County. However, aggressive annexations by cities during the early 1970s forced both agencies to evaluate their options. In 1976, what remained of the two districts merged and formed Clackamas County Fire District #1, most commonly referred to as Clackamas Fire District #1.

Yet, city annexations continued—forcing other fire districts to merge to preserve service levels. In 1988, Happy Valley Fire District #65, Clackamas Fire District #71 and Clackamas Fire District #54 merged and within two years consolidated their services further by joining with Clackamas Fire District #1. The new fire agency was now large enough to provide expanded service levels and to provide the expanded scope of services with the economies of scale typical of modern fire agencies.

In the early 1990s, Clackamas Fire District #1 merged with Beaver Creek Fire District #55. During the next decade, it merged with Oak Lodge Fire District #51 and Clarkes Fire



District #68 and began providing services by contract to the City of Milwaukie and the City of Oregon City.

In 2000, Clackamas Fire District #1 proudly became an Internationally Accredited Organization. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery. The Center for Public Safety Excellence's (CPSE) Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community specific Standards of Cover.

To Safely Protect and Preserve Life and Property

- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services. Clackamas Fire District #1 completes a comprehensive re-accreditation process every five years to maintain our accredited agency status. The Fire District was most recently accredited in August 2015.

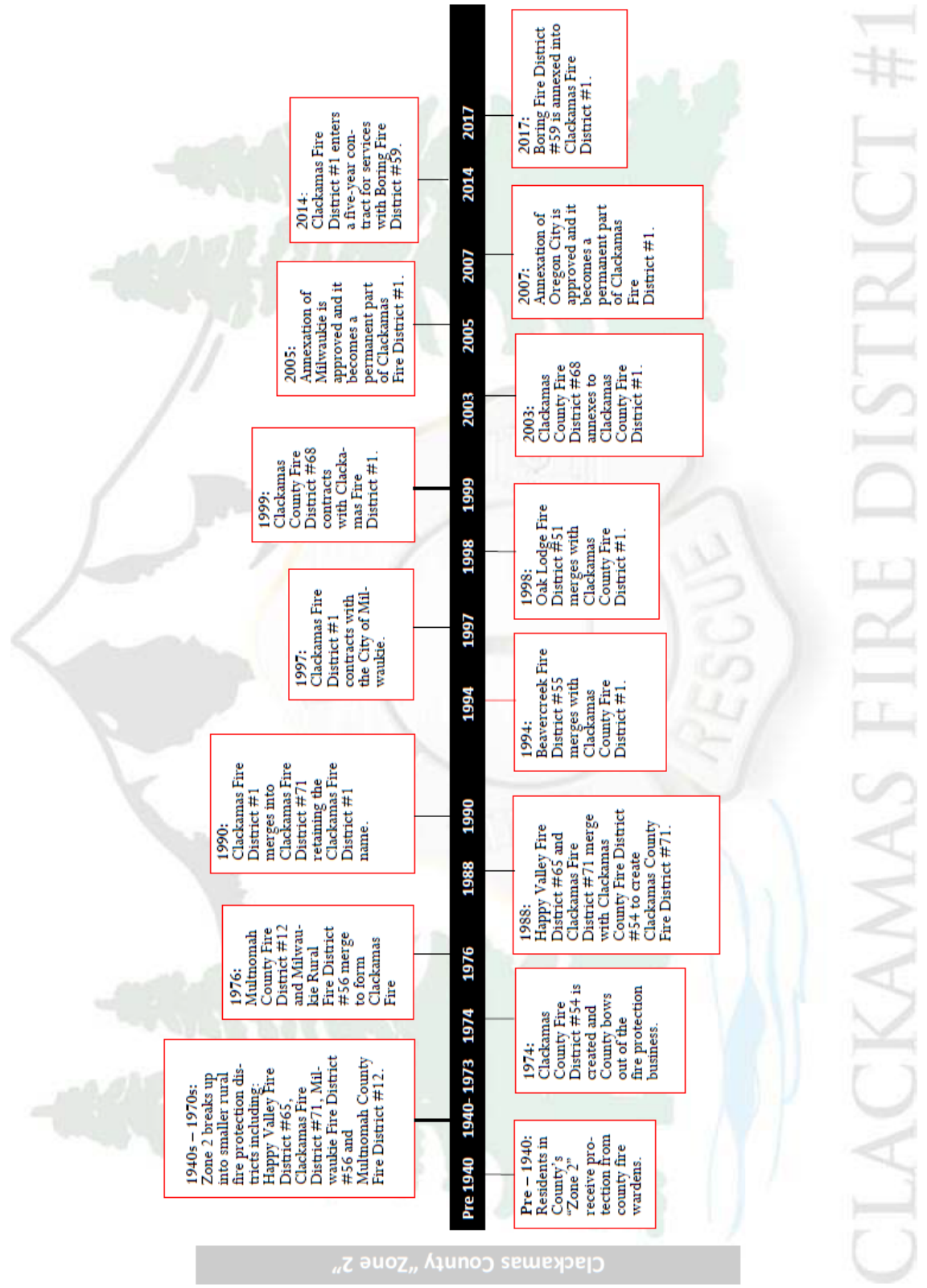
In 2005, the Fire District held an election to annex the territories within the City of Milwaukie, followed by a 2007 election to annex the City of Oregon City into Clackamas Fire District #1. Both of those annexation elections passed by significant margins.

In 2014, the Board of Directors for Clackamas Fire District #1 and Boring Fire District #59 unanimously approved a contract for services in which Clackamas Fire provided fire protection, fire prevention, and emergency services to the citizens of Boring Fire District through a five-year contract for service. In November 2016, voters within both Fire Districts approved a legal integration in the form of an annexation of Boring Fire District #59 into Clackamas Fire District #1. That annexation was finalized in February 2017.

The Fire District protects more than \$23 billion in assessed value comprised of a mix of industrial, commercial, and residential properties. Approximately 280 career firefighters and administrative personnel oversee the efforts of the Fire District. In addition, a cadre of more than 80 community volunteer firefighters assist with firefighting efforts and provide assistance with many of the Fire District's auxiliary services. In total, the Fire District protects nearly 235 square miles— with 20 community fire stations serving nearly 220,000 permanent residents. Our service area encompasses four cities including Happy Valley, Johnson City, Milwaukie and Oregon City, as well as the unincorporated areas of Barton, Beavercreek, Boring, Carus, Carver, Central Point, Clackamas, Clarkes, Damascus, Eagle Creek, Holcomb, Oak Lodge, Redland, South End, Sunnyside and Westwood.

In the last decade, the Fire District has experienced rapid population and construction growth rates. Those rates are expected to increase as buildable residential property and suitable industrial land are being developed. The Fire District must plan for additional increases as the more suburban and rural areas are urbanized and the population centers become more densely populated through infill and increased regional planning efforts.





DEVELOPING GOALS AND OBJECTIVES

The Fire District began a year-long process in late 2008 to develop its goals and objectives. In doing so, those goals and objectives were created in the context of environmental factors that are placing continuing pressure on the Fire District. Public expectations are increasing while financial and other resources are flattening or even declining. Impacts of these changes are being felt across the nation as the effectiveness of our public safety systems strain against the pressure. The nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness. Clackamas Fire District #1 is no different.

With these issues in mind, the Fire District developed a process to gain the values and perspectives of three distinct groups: the local community, the Fire District's elected officials, and the staff (including volunteers and paid personnel) of the Fire District. As part of the process, the Fire District contracted with an outside firm to facilitate the planning efforts. The three-pronged, Customer Centered Strategic Planning (CCSP) process, is a product of that consultation.

Each of the three planning groups provided input into the process based on their understanding of the Fire District's direction and upon that group's values. From this input, the Fire District originally developed and continually evaluates its 14 Organizational Goals, and from those goals each of the organization's divisions and workgroups have developed objectives. In 2014 at the Fire District's annual Strategic Planning Retreat, career personnel, volunteers and staff evaluated the Fire District's mission, vision, values and goals. The original 14 goals were condensed to the nine that were used through 2018. In early 2019, the Board of Directors were presented the current nine goals that included a number of changes and updates as a result of a number of strategic planning meetings.

While public expectations and limited resources may make it difficult to accomplish specific goals and objectives, in order to be more efficient with available resources the Fire District set the organization's goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

The Fire District's Board of Directors is a critical component of the strategic business plan. The Board's commitment to fund the plan elements and to monitor progress toward the plan's accomplishments is instrumental. The Board participated in several facilitated organizational value processes and public work sessions. A number of the Board members participated in the community processes and they did and continue to act as the community's representatives in the long-term direction of the Fire District.

Implementing and Updating the Goals and Objectives

To Safely Protect and Preserve Life and Property

The Executive Team establishes the priorities and objectives for each Organizational Goal and establishes methods to ensure that the objectives can be accomplished. Those methods include structuring assignments that would not create difficult burdens on a single individual or division, yet also ensure that the assignments are allocated to the person or position having both the capability and the capacity to ensure that the priorities can be accomplished. In addition, the Executive Team makes assignments and provides guidance to develop additional competencies in Fire District personnel.

Each year, the Fire District reviews the prior year's action plans at its annual strategic planning retreat in September. This review will encompass an overview of the action plans from the previous year and accomplishments toward achieving the goals and objectives described in these plans. Next, staff will consider the current list of objectives and remove those that are no longer valid; add others that may be more important given the then current political, economic, and legal environments; or change the action plans to reflect the current conditions.

Every five years, the Fire District will review its mission, vision, values, guiding principles and goals. Those factors will be updated as appropriate and will be accompanied by a new list of appropriate goals and objectives for the future.

MISSION, VALUES, VISION

The Fire District has adopted strategic planning elements based on the input of the community, the Board of Directors, and the Fire District's internal strategic planning group. From that process, the Fire District developed the mission, values and vision that established organizational direction. Every three to five years, the Fire District reviews its' Mission, Values, and Vision statements to ensure they clearly reflect the direction the Fire District is headed.

Our Mission

The mission statement of the Fire District is designed to clearly define, in simple terms, what services that are provided to the community, and it focuses Fire District members on what is truly important. The mission statement is posted prominently throughout the Fire District's facilities. The current Mission statement is:

To Safely Protect and Preserve Life and Property

Our Values

The values are the guiding principles of Clackamas Fire District #1 shared throughout the organization. These values describe the Fire District's culture and core beliefs and provide a cultural foundation for all personnel as well as describe actions that are the living enactment of the fundamentals held by individuals within the Fire District. The current Values are:

- Guide our actions with integrity, courage, respect, and accountability**
- Anticipate and respond to the needs of our community**
- Communicate effectively and share knowledge**
- Inspire leadership and develop leaders**
- Model excellence in safety, health, and wellness**
- Promote public education and public engagement**
- Be fiscally responsible**

Our Vision

The vision statements describe the Fire District's inspiration and model for the future state of affairs. This is the description of where the Fire District expects to be in the future—providing members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. The vision statements developed by the Fire District incorporate the will of citizens; the purposeful thought of our employees and volunteers; and the intent of the governing body. The following vision statements have been adopted by Clackamas Fire District #1:

- To maintain accredited agency status**
- To utilize technology to enhance service delivery**
- To dedicate ourselves to continuous improvement**
- To continue to pursue alternate funding strategies**
- To minimize our environmental impact**
- To encourage involvement, innovation, and creativity**

ORGANIZATIONAL GOALS

The Fire District has established nine goals, each of which is based on the input provided by the Board of Directors, the community, and the staff. The Board reviewed and adopted these goals in 2019 and the management team and staff created objectives for each goal.

To Safely Protect and Preserve Life and Property

These goals articulate the Fire District's direction for the next three to five years and beyond and are not in order of importance, but rather reflect all of the work the Fire District will be focusing on to support the Mission, Values and Vision statements.

The nine goals are:

- 1. Maintain accredited agency status**
- 2. Reduce the number and consequence of fire**
- 3. Improve outcomes in emergency incidents**
- 4. Assemble, retain and develop a highly-trained, healthy, and dedicated workforce reflective of the community we serve**
- 5. Prepare ourselves and the community for disasters**
- 6. Communicate effectively**
- 7. Continue to strengthen our relationships with our strategic partners**
- 8. Provide exceptional customer service**
- 9. Implement management practices to ensure financial and operational sustainability**

Following the development of the goals, division managers developed specific objectives to accomplish one or more of these goals. These objectives were accompanied by specific, measurable outcomes by which the organization could evaluate the progress toward delivery of a final product.

SUMMARY

While creating a long-term business plan is critical in many ways, the plan must also provide the organization with focus—a clearly designed narrow set of objectives that can be accomplished in the short term. As part of its planning process, the Fire District developed a method to concentrate its efforts on just a few important objectives. These focused plans provide direction to the Fire District and its staff about how to proceed.

The Strategic Business Plan for Clackamas Fire District #1 is a "living" document not intended to be placed on a shelf, rather it is designed to be referenced for guidance on a regular basis. This document articulates the goals and objectives of the organization and provides a pathway to complete tasks in a timely manner.

Each year the Fire District engages staff in addressing emerging issues facing the communities we serve and the services we provide. The input and ideas gathered

To Safely Protect and Preserve Life and Property

from planning sessions are used to develop the next set of goals, objectives, and tasks we must focus on to ensure Clackamas Fire District #1 continues “*To Safely Protect and Preserve Life and Property.*”

Goal #1 –Maintain Accredited Agency Status

Objective - 1-1: Support Fire District Accreditation Manager

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Complete Annual Compliance Report (ACR) – Submitted annually until 2020.
2. Create succession plan for the next Accreditation Manager

Objective 1-2: Establish a continuous improvement process in all 10 Self Assessment Model (SAM) categories

Timeline: 36 months

Responsibility: All Divisions

Critical Task:

1. Establish performance measures for core competencies in all categories
2. Create reporting methods for performance measures and identify an incident analysis program to support SAM standards
3. Update the current Standards of Coverage as defined by the CPSE, 6th edition.
4. Transition to the 9th edition of the Fire and Emergency Service Self-Assessment Manual (FESSAM) before 2020 re-accreditation



Goal #2 – Reduce the Number and Consequence of Fire

Objective 2-1: Reduce consequence of fire

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

1. Ensure optimal Fire District coverage to reduce response times by the addition of firefighting and Incident Command resources
2. Continue to enhance firefighting skills through targeted training
3. Continually evaluate response performance data and research / implement means to ensure an adequate effective response force
4. Improve the reliability of suppression resources by the addition of EMS and low priority response units in targeted areas
5. Continue to adjust and refine Automatic Vehicle Location (AVL) dispatching of fire suppression units to ensure the most efficient unit responses



Objective 2-2: Maintain a multi-family occupancy inspection and education program

Timeline: 36 months

Responsibility: Fire Prevention

Critical Tasks:

1. Track program success and make improvements as needed
2. Enhance upon inspection and education program for the Manufactured Homes Program

Objective 2-3: Continue to expand fire and life safety outreach for residential occupancies

Timeline: Ongoing

Responsibility: Fire Prevention

Critical Tasks:

1. Utilize the Community Paramedic Program to provide in home fire safety education
2. Support the development of a Home Inspection Program for at-risk occupants
3. Continue to expand Fire and Emergency Medical Services (EMS) Prevention initiatives and programs

Objective 2-4: Provide residential sprinkler education throughout the community

Timeline: Ongoing

Responsibility: Fire Prevention

Critical Tasks:

To Safely Protect and Preserve Life and Property

1. Conduct at least four side-by-side residential fire sprinkler demonstrations per year
2. Provide fire sprinkler education to local stakeholders and groups such as home owners' associations, building officials, planning departments, realtor groups, cities and county, etc. as requested

Goal #3 – Improve Outcomes of Emergency Incidents

Objective 3-1: Improve cardiac arrest outcomes

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

1. Provide High Performance CPR refresher training quarterly to crews
2. Continue to build upon law enforcement response to cardiac arrest incidents
3. Provide most current nationally recognized CPR training annually to all Fire District staff
4. Continue to support county-wide PulsePoint Campaign
5. Increase Hands-Only CPR education to the public annually by 20%
6. Continue to adjust and refine AVL dispatching for response units to ensure the most efficient EMS response



Objective 3-2: Improve outcomes of emergency incidents through delivery of targeted training

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

1. Continue to deliver targeted training based on known weaknesses identified through company evaluation process
2. Invest in digital mediums, networks and training locations, which allow efficient delivery of targeted training while allowing crews to optimize Fire District coverage

Objective 3-3: Improve response performance through traditional and alternative deployment models

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

To Safely Protect and Preserve Life and Property

1. Ensure delivery of emergency services is focused on sending the appropriate resource
2. Focus on eliminating redundancy and improve efficiency in emergency medical response performances
3. Enhance Data Analysis Program
4. Continue to adjust and refine new Computer Aided Dispatch (CAD) system with Automatic Vehicle Location (AVL)
5. Monitor turnout and response times to all incidents; identify and eliminate barriers
6. Focus on reducing turnout time in new fire station designs
7. Expand Community Paramedic Program
8. Expand Single-Role Paramedic deployment model in targeted areas
9. Implement and evaluate Low Priority Response Unit programs

Goal #4 – Assemble, Retain and Develop a Highly Trained, Healthy, and Dedicated Workforce Reflective of the Community We Serve

Objective 4-1: Conduct diversity analysis of all employees

Timeline: Ongoing every other year on July 1

Responsibility: Human Resources

Critical Tasks:

1. Collect self-identification data for all current and new hire employees
2. Compare self-identification data of Fire District to county demographic we serve
3. Work with Training, Volunteers and Explorers to increase diversity in recruitment activities
4. Continue to support the Portland Metro Fire Camp
5. Participate in NW Diversity Council to identify ongoing strategies to improve workplace diversity
6. Continue to evaluate and improve the recruiting and hiring process

Objective 4-2: Maintain an ongoing presence in education institutions and community organizations. Provide District on-site opportunities to students and the community

Timeline: Ongoing

Responsibility: Training, Fire Prevention and Human Resources

Critical Tasks:

1. Continue to support local Fire Science programs to coordinate with school curriculum
2. Develop objectives, outline, and plan for presentations
3. Expand attendance at career fairs



Objective 4-3: Maintain a healthy environment as it relates to work load and enhance development opportunities

Timeline: 12 months

Responsibility: Human Resources

Critical Tasks:

1. Regularly update and publish organizational charts
2. Identify staffing needs across all divisions
3. Establish clear expectations and timelines for project completion
4. Solicit input and provide feedback
5. Implement training plans to include Strategic Organizational Planning Sessions (SOPS) meetings, Target Solutions, and cross trainings
6. Expand availability of development opportunities to include continuing and higher education.

Objective 4-4: Enhance the injury prevention and rehabilitation portion of the District Wellness Program.

Timeline: Ongoing

Responsibility: Wellness

Critical Tasks:

1. Ensure firefighters have access to culturally competent post injury care utilizing the District Athletic Trainers and vetted healthcare providers.
2. Create a post-conditional offer/pre academy forum to conduct movement assessments, provide education on fire ground fitness and give individual feedback during the entry-level process.
3. Regularly evaluate injury reporting, workers' compensation and health insurance injury data to identify areas for District training and education.

Objective 4-5: Support organizational development committee, establish new/update competencies for all job descriptions and develop a strategic workforce plan that links competencies to organizational strategy

To Safely Protect and Preserve Life and Property

Timeline: 12 months

Responsibility: Business Services / Human

Resources

Critical Tasks:

1. Support the Organizational Development Committee
2. Revise employee evaluation process and associated goals for employee development and engagement
3. Identify additional platforms for documentation of employee performance
4. Solicit organizational input / support of all workgroups
5. Establish charter to include roles and responsibilities
6. Provide and promote leadership training for division managers
7. Identify competencies for all job descriptions through the organizational development Committee
8. Align opportunities with needed competencies
9. Regularly review existing job descriptions to ensure they are accurate and up-to-date



Objective 4-6: Develop a training program to better prepare all staff, career and volunteer personnel for supervisory positions

Timeline: 6 months

Responsibility: Training / Human Resources

Critical Tasks:

1. Establish an annual training plan that includes training from BOLI with Human Resource involvement regarding discipline, documentation, leave, harassment, civil rights and protected classes, employment law, labor relations, performance evaluations, goals and expectations
2. Provide annual supervisor training for all supervisors
3. Expand supervisory and command officer training for all career / volunteer personnel

Goal #5 – Prepare Ourselves and the Community for Disasters

Objective 5-1: Ensure the Fire District is able to provide critical services following a disaster

Timeline: 18-24 months

Responsibility: Emergency Manager

Critical Tasks:

1. Contract for full service Continuity of Operations Plan (COOP) service package.
2. Train personnel with key roles in the COOP
3. Conduct table top and full-scale exercises of the COOP to test agency capabilities and identify areas of needed growth
4. Develop work plan to address areas of needed improvement related to the COOP (Spring 2020)



Objective 5-2: Participate in County-wide emergency planning work groups and exercise

Timeline: 12 - 24 months

Responsibility: Emergency Services / Emergency Manager

Critical Tasks:

1. Participate in the County's development of the Local Emergency Planning Committee (LEPC)
2. Participate in the County Homeland Security Task Force
3. Participate in the Portland UASI Fire and EMS Working Group
4. Participate in the Oregon Emergency Managers Association and Annual Conference Planning Committee
5. Participate in the County Fuel Task Force
6. Participate in the Portland Area Cascadia Exercise (PACE) 2019

Objective 5-3: Support the Community Emergency Response Team (CERT) program and its mission to create disaster resilient families and communities

Timeline: Ongoing

Responsibility: Emergency Manager

Critical Tasks:

1. Finalize the CERT Handbook in order to provide standardized guidance to the several teams in the District
2. Finalize CERT integration into Fire District
3. Engage CERT members to participate in 2019 PACE Exercise
4. Continue to enhance the annual CERT Summit in cooperation with the County Office of

To Safely Protect and Preserve Life and Property

Disaster Management

Goal #6 – Communicate Effectively

Objective 6-1: Refine internal communications

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Identify and reduce redundancies and conflicts through brief and more frequent communication
2. Establish lines of effective communications through live digital medium
3. Set organizational direction through clear, direct communication that is specific and appropriate throughout the workforce
4. Communicate the right issue to the right person
5. Solicit input from employees / volunteers in process to improve internal communication
6. Continue annual organizational planning retreat to solicit input from all personnel
7. Continue annual planning retreats – Board of Directors, District-wide and Volunteer Association

Objective 6-2: Ensure continual communication with our citizens by establishing regular and periodic contact with community and civic groups

Timeline: Ongoing

Responsibility: Public Information Officer

Critical Tasks:

1. Ensure all of our neighborhood associations, community and civic groups are visited on at least a quarterly basis

Objective 6-3: Use traditional and social media platforms to communicate fire and life safety information to our community on an ongoing basis

Timeline: Ongoing

Responsibility: Public Information Officer, Fire Prevention

Critical Tasks:

1. Create and distribute timely and relevant fire and life safety information to the community
2. Enhance social media presence by obtaining a 5% increase in followers by July 1, 2019
3. Continue to refine our target audience and design messaging to reach those groups

Goal #7 – Continue to Strengthen Our Relationships with Our Strategic Partners

Objective 7-1: Use Interagency Committee to communicate with strategic partners and community

members

Timeline: Ongoing

Responsibility: Fire Chief and Board of Directors

Critical Tasks:

1. Schedule and attend ongoing meetings
2. Review, amend and develop new contracts and Intergovernmental Agreements (IGAs) as needed
3. Continue to seek opportunities for collaboration and partnerships

Objective 7-2: Continue organizational engagement in regional planning

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

1. Provide input and seek feedback from legislative lobbyist and others as needed
2. Engage local cities, counties and special interest groups



Clackamas District Fire Defense Board



Goal #8 – Provide Exceptional Customer Service

Objective 8-1: Continually improve internal and external customer service; seek public input on all

services provided

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Establish effective internal and external customer service through more frequent, brief communication and utilizing digital media
2. Establish a culture of customer service throughout all divisions from the top down
3. Create clear expectation of the quality desired, acknowledging all requests within one business day
4. Develop criteria for examples of what good internal and external customer service looks like
5. Provide communication and customer service education and training for all employees and volunteers
7. Develop feedback opportunities for fire inspections and public education sections of the Fire District
7. Review and respond to compliments and complaints. .
8. Develop a system for checking in on home/business owners one to two months after a fire

Objective 8-2: Utilize technology to enhance service delivery and improve customer service

Timeline: Ongoing

Responsibility: Business Services / Information Technology

Critical Tasks:

1. Review, update, and refine the Fire District website
2. Implement and maintain information security measures and educate workforce
3. Implement and support new Enterprising Solutions such as share point, bitrix, and basecamp

4. Continuous updating of Fire District voice over IP (VOIP) servers and network appliances
5. Continuous updating of Fire District workstations and laptops for enhanced service delivery, productivity, and customer service

6. Maintain network infrastructure to support new platforms.
7. Establish better communication and collaboration with end users for improved system and software use

Goal # 9 Implement Management Practices to Ensure Financial and Operational Sustainability

Objective 9-1: Financial sustainability

Timeline: Ongoing

Responsibility: All Divisions

To Safely Protect and Preserve Life and Property

Critical Tasks:

1. Develop systems to analyze ROI on all new projects/programs
2. Promote consideration of full life-cycle costs in making investment decisions
3. Regularly update long-range financial plans and forecasts
4. Maintain adequate fund balance reserves
5. Improve reporting and transparency of financial information

Objective 9-2: Operational Sustainability

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Analyze and prioritize all projects/programs to advance Fire District goals
2. Establish performance goals and measures for each project/program/department
3. Utilize technology efficiently to improve operations, communication, and collaboration
4. Prepare and utilize data to drive decision-making
5. Improve reporting and transparency of operational information



Clackamas Fire District #1 STRATEGIC BUSINESS PLAN

2019₈

*To Safely Protect and Preserve
Life and Property*



Clackamas Fire District #1

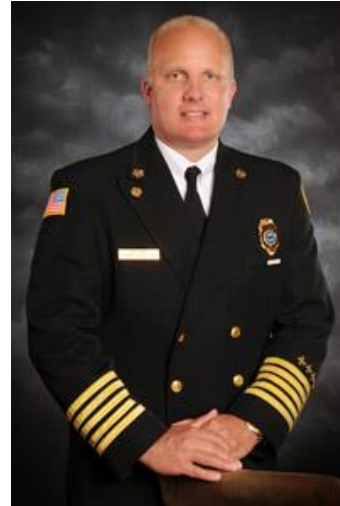
STRATEGIC BUSINESS PLAN 20198

Fire Chief’s Message	3
Introduction.....	4
Developing Goals, Objectives, and Critical Tasks	8
Mission, Values, Vision Statements	9
Organizational Goals and Objectives	10
Goal #1 – Maintain Accredited Agency Status.....	132
Goal #2 – Reduce the Number and Consequence of Fire	143
Goal #3 – Improve Outcomes in Emergency Incidents	154
Goal #4 – Assemble and Retain Assemble, Retain and Develop a Highly-Trained, Healthy, Dedicated Workforce Reflective of the Community We Serve	165
Goal #5 – Develop Leaders and Promote Leadership	16
Goal #56 – Prepare Ourselves and the Community for Disasters	197
Goal #67 – Communicate Effectively	2018
Goal #78 – Continue to Strengthen Our Relationships with Our Strategic Partners.....	2119
Goal #89 – Provide Exceptional Customer Service.....	220
<u>Goal #9 – Implement Management Practices to Ensure Financial and Operational Sustainability.....</u>	<u>23</u>

To Safely Protect and Preserve Life and Property

January 2019~~8~~

As Fire Chief of Clackamas Fire District #1, I want to recognize the commitment of care, compassion, dedication, and professionalism that all of our staff, career, volunteer personnel, and elected officials demonstrate every day. This commitment allows us to deliver the highest quality fire and life safety services to the community, citizens, and businesses we serve. All of our professionals make sure the community is safe, but they go above and beyond this commitment by advocating for and supporting efforts to also make sure the community is healthy, livable, and enriching to all. They unselfishly provide basic necessities in the form of food, clothing, and toys during the holidays to those in need. They do not do it because it is a requirement of the job, but because they have chosen a profession that focuses on making a difference in the communities we serve both on and off the job. As Fire Chief, I will continue to support, encourage, and enhance those programs and activities that make our organization truly exceptional.



Clackamas Fire District #1 is unique in many ways. We are unique because of the formation of the organization - a combination of small, community-based fire departments closely connected to their respective communities who, when annexed or merged into a larger organization, have managed to maintain that community connection. This community-based approach has not only established a culture of very close ties between the Fire District and the community, but it has instilled in our personnel the importance of understanding the services required by all individuals.

Fred Charlton

Fire Chief

Clackamas Fire District #1

INTRODUCTION

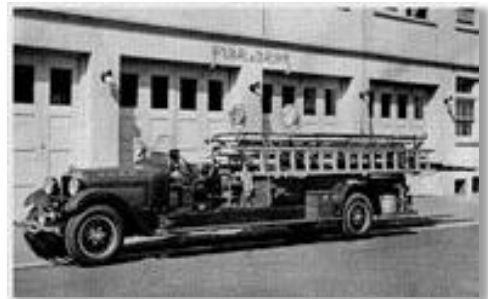
Beginning in 1998 and every few years thereafter, the Fire District has reviewed and updated its strategic business plan. This year the Fire District has not only carefully evaluated and updated its strategic planning document, but it has also reviewed and updated the process used to make that planning document useful to Fire District personnel and to the community we serve. Those changes involved significant Fire District input, and also provided structure to the document to take advantage of clearly-focused objectives. As such, this living, dynamic document allows frequent updates as objectives are met and goals are accomplished.

This year, in addition to long-term goals, the Fire District has identified the most important short-term objectives, critical tasks needed to meet those objectives, timelines, and has committed to completing those during the upcoming year.

If you are a member of the Fire District—career or volunteer firefighter, staff or Board Director—this document will provide guidance for the major and even minor initiatives that the Fire District is pursuing during the next year. Your understanding and support of these initiatives is critical to the Fire District. If you are a citizen or member of the community, this document memorializes our goals for the future and our efforts to make improvements to our programs and the services we provide.



Clackamas Fire District #1 was established as the result of a series of mergers, consolidations, and annexations that took place during the last four decades. Prior to 1933, cities were not authorized to provide fire protection outside of their geopolitical boundaries. Therefore, outside of city limits, there was little or no fire protection. In the 1930s, the Oregon Legislature authorized the formation of Rural Fire Protection Districts to provide services in unincorporated areas.



To Safely Protect and Preserve Life and Property

Unprotected gaps were called Fire Management Zones and were served by counties. A number of these zones existed in Clackamas County until 1974 when the county exited the fire protection business. The commissioners formed Clackamas Fire District #54 in the area surrounding Oregon City to take some of those responsibilities.

In the northern part of the county, around the City of Milwaukie, a similar process was ongoing. Milwaukie Fire Protection District #56 served the area surrounding the City of Milwaukie and north into Multnomah County. Together with Multnomah County Fire District #12, the agencies served an area that extended up to 82nd Avenue and Division in



unincorporated Multnomah County. However, aggressive annexations by cities during the early 1970s forced both agencies to evaluate their options. In 1976, what remained of the two districts merged and formed Clackamas County Fire District #1, most commonly referred to as Clackamas Fire District #1.

Yet, city annexations continued—forcing other fire districts to merge to preserve service levels. In 1988, Happy Valley Fire District #65, Clackamas Fire District #71 and Clackamas Fire District #54 merged and within two years consolidated their services further by joining with Clackamas Fire District #1. The new fire agency was now large enough to provide expanded service levels and to provide the expanded scope of services with the economies of scale typical of modern fire agencies.

In the early 1990s, Clackamas Fire District #1 merged with Beaver Creek Fire District #55. During the next decade, it merged with Oak Lodge Fire District #51 and Clarkes Fire



District #68 and began providing services by contract to the City of Milwaukie and the City of Oregon City.

In 2000, Clackamas Fire District #1 proudly became an Internationally Accredited Organization. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine

past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery. The Center for Public Safety Excellence's (CPSE) Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community specific Standards of Cover.

To Safely Protect and Preserve Life and Property

- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services. Clackamas Fire District #1 completes a comprehensive re-accreditation process every five years to maintain our accredited agency status. The Fire District was most recently accredited in August 2015.

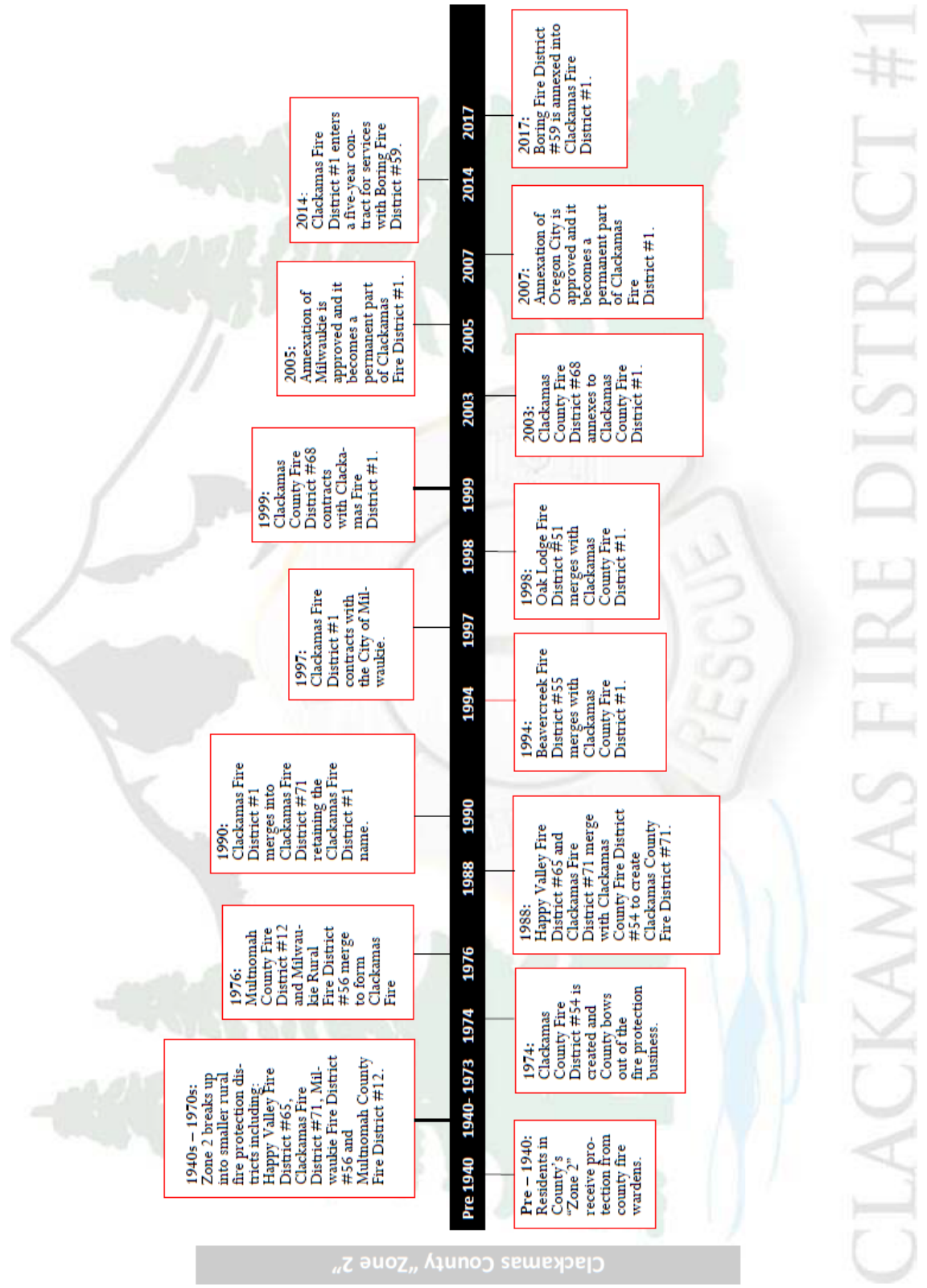
In 2005, the Fire District held an election to annex the territories within the City of Milwaukie, followed by a 2007 election to annex the City of Oregon City into Clackamas Fire District #1. Both of those annexation elections passed by significant margins.

In 2014, the Board of Directors for Clackamas Fire District #1 and Boring Fire District #59 unanimously approved a contract for services in which Clackamas Fire provided fire protection, fire prevention, and emergency services to the citizens of Boring Fire District through a five-year contract for service. In November 2016, voters within both Fire Districts approved a legal integration in the form of an annexation of Boring Fire District #59 into Clackamas Fire District #1. That annexation was finalized in February 2017.

The Fire District protects more than \$230 billion in assessed value comprised of a mix of industrial, commercial, and residential properties. Approximately 28075 career firefighters and administrative personnel oversee the efforts of the Fire District. In addition, a cadre of more than 870 community volunteer firefighters assist with firefighting efforts and provide assistance with many of the Fire District's auxiliary services. In total, the Fire District protects nearly 235 square miles— with 20 community fire stations serving nearly 220,000 permanent residents. Our service area encompasses four cities including Happy Valley, Johnson City, Milwaukie and Oregon City, as well as the unincorporated areas of Barton, Beavercreek, Boring, Carus, Carver, Central Point, Clackamas, Clarkes, Damascus, Eagle Creek, Holcomb, Oak Lodge, Redland, South End, Sunnyside and Westwood.

In the last decade, the Fire District has experienced rapid population and construction growth rates. Those rates are expected to increase as buildable residential property and suitable industrial land are being developed. The Fire District must plan for additional increases as the more suburban and rural areas are urbanized and the population centers become more densely populated through infill and increased regional planning efforts.





DEVELOPING GOALS AND OBJECTIVES

The Fire District began a year-long process in late 2008 to develop its goals and objectives. In doing so, those goals and objectives were created in the context of environmental factors that are placing continuing pressure on the Fire District. Public expectations are increasing while financial and other resources are flattening or even declining. Impacts of these changes are being felt across the nation as the effectiveness of our public safety systems strain against the pressure. The nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness. Clackamas Fire District #1 is no different.

With these issues in mind, the Fire District developed a process to gain the values and perspectives of three distinct groups: the local community, the Fire District's elected officials, and the staff (including volunteers and paid personnel) of the Fire District. As part of the process, the Fire District contracted with an outside firm to facilitate the planning efforts. The three-pronged, Customer Centered Strategic Planning (CCSP) process, is a product of that consultation.

Each of the three planning groups provided input into the process based on their understanding of the Fire District's direction and upon that group's values. From this input, the Fire District originally developed and continually evaluates its 14 Organizational Goals, and from those goals each of the organization's divisions and workgroups have developed objectives. In 2014 at the Fire District's annual Strategic Planning Retreat, career personnel, volunteers and staff evaluated the Fire District's mission, vision, values and goals. The original 14 goals were condensed to the nine that were used through 2018. In early 2019, the Board of Directors were presented the current nine goals that included a number of changes and updates as a result of a number of strategic planning meetings. ~~are listed in this year's Strategic Business Plan.~~

While public expectations and limited resources may make it difficult to accomplish specific goals and objectives, in order to be more efficient with available resources the Fire District set the organization's goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

The Fire District's Board of Directors is a critical component of the strategic business plan. The Board's commitment to fund the plan elements and to monitor progress toward the plan's accomplishments is instrumental. The Board participated in several facilitated organizational value processes and public work sessions. A number of the Board members participated in the community processes and they did and continue to act as the community's representatives in the long-term direction of the Fire District.

To Safely Protect and Preserve Life and Property

Implementing and Updating the Goals and Objectives

The Executive Team establishes the priorities and objectives for each Organizational Goal and establishes methods to ensure that the objectives can be accomplished. Those methods include structuring assignments that would not create difficult burdens on a single individual or division, yet also ensure that the assignments are allocated to the person or position having both the capability and the capacity to ensure that the priorities can be accomplished. In addition, the Executive Team makes assignments and provides guidance to develop additional competencies in Fire District personnel.

Each year, the Fire District reviews the prior year's action plans at its annual strategic planning retreat in September. This review will encompass an overview of the action plans from the previous year and accomplishments toward achieving the goals and objectives described in these plans. Next, staff will consider the current list of objectives and remove those that are no longer valid; add others that may be more important given the then current political, economic, and legal environments; or change the action plans to reflect the current conditions.

Every five years, the Fire District will review its mission, vision, values, guiding principles and goals. Those factors will be updated as appropriate and will be accompanied by a new list of appropriate goals and objectives for the future.

MISSION, VALUES, VISION

The Fire District has adopted strategic planning elements based on the input of the community, the Board of Directors, and the Fire District's internal strategic planning group. From that process, the Fire District developed the mission, values and vision that established organizational direction. Every three to five years, the Fire District reviews its' Mission, Values, and Vision statements to ensure they clearly reflect the direction the Fire District is headed.

Our Mission

The mission statement of the Fire District is designed to clearly define, in simple terms, what services that are provided to the community, and it focuses Fire District members on what is truly important. The mission statement is posted prominently throughout the Fire District's facilities. The ~~current Mission statement is: internal planning team, through a consensus process, reviewed and retained the current mission statement, which is:~~

To Safely Protect and Preserve Life and Property

Our Values

The values are the guiding principles of Clackamas Fire District #1 shared throughout the organization. These values describe the Fire District's culture and core beliefs and provide a cultural foundation for all ~~personnel~~employees as well as describe actions that are the living enactment of the fundamentals held by individuals within the Fire District. ~~The current Values are:~~he strategic planning team declared the following as the values for the Fire District:

Guide our actions with integrity, courage, respect, and accountability

Anticipate and respond to the needs of our community

Communicate ~~effectively~~openly and share knowledge

Inspire leadership and develop leaders

Model excellence in safety, health, and wellness

Promote public education and public engagement

Be fiscally responsible

Our Vision

The vision statements describe the Fire District's inspiration and model for the future state of affairs. This is the description of where the Fire District expects to be in the future—providing members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. The vision statements developed by the Fire District incorporate the will of citizens; the purposeful thought of ~~our employees and volunteers~~staff members; and the intent of the governing body. The following vision statements have been adopted by Clackamas Fire District #1:

To maintain accredited agency status

To utilize technology to enhance service delivery

~~To model excellence~~

To dedicate ourselves to continuous improvement

To continue to pursue alternate funding strategies

To minimize our environmental impact

To encourage involvement, innovation, and creativity

~~To promote public education and public engagement~~

ORGANIZATIONAL GOALS

The Fire District has established nine goals, each of which is based on the input provided by the Board of Directors, the community, and the staff. The Board reviewed and adopted these goals in 2019~~5~~ and the management team and staff created objectives for each goal.

These goals articulate the Fire District's direction for the next three to five years and beyond and are not in order of importance, but rather reflect all of the work the Fire District will be focusing on to support the Mission, Values and Vision statements.

The nine goals are:

- 1. Maintain accredited agency status**
- 2. Reduce the number and consequence of fire**
- 3. Improve outcomes in emergency incidents**
- 4. ~~Assemble and retain~~Assemble, retain and develop a highly-trained, healthy, and dedicated workforce reflective of the community we serve**
- 5. ~~Develop leaders and promote leadership~~**
- 6. ~~5. Prepare ourselves and the community for disasters~~**
- 7. ~~6. Communicate effectively~~**
- 8. ~~7. Continue to strengthen our relationships with our strategic partners~~**
- 8. Provide exceptional customer service**
- 9. Implement management practices to ensure financial and operational sustainability**

Following the development of the goals, division managers developed specific objectives to accomplish one or more of these goals. These objectives were accompanied by specific, measurable outcomes by which the organization could evaluate the progress toward delivery of a final product.

SUMMARY

While creating a long-term business plan is critical in many ways, the plan must also provide the organization with focus—a clearly designed narrow set of objectives that can be accomplished in the short term. As part of its planning process, the Fire District developed a method to concentrate its efforts on just a few important objectives. These focused plans provide direction to the Fire District and its staff about how to proceed.

The Strategic Business Plan for Clackamas Fire District #1 is a "living" document

To Safely Protect and Preserve Life and Property

not intended to be placed on a shelf, rather it is designed to be referenced for guidance on a regular basis. This document articulates the goals and objectives of the organization and provides a pathway to complete tasks in a timely manner.

Each year the Fire District engages staff in addressing emerging issues facing the communities we serve and the services we provide. The input and ideas gathered from planning sessions are used to develop the next set of goals, objectives, and tasks we must focus on to ensure Clackamas Fire District #1 continues “*To Safely Protect and Preserve Life and Property.*”

Goal #1 –Maintain Accredited Agency Status

Objective - 1-1: Support Fire District Accreditation Manager

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Complete Annual Compliance Report (ACR) – Submitted annually until 2020.
2. Create succession plan for the next Accreditation Manager

Objective 1-2: Establish a continuous improvement process in all 10 Self Assessment Model (SAM) categories

Timeline: 36 months

Responsibility: All Divisions

Critical Task:

1. Establish performance measures for core competencies in all categories
2. Create reporting methods for performance measures and identify an incident analysis program to support SAM standards
3. Update the current Standards of Coverage as defined by the CPSE, 6th edition.
4. Transition to the 9th edition of the Fire and Emergency Service Self-Assessment Manual (FESSAM) before 2020 re-accreditation



Goal #2 – Reduce the Number and Consequence of Fire

Objective 2-1: Reduce consequence of fire

Timeline: Ongoing
Responsibility: Emergency Services
Critical Tasks:

1. Ensure optimal Fire District coverage to reduce response times by the addition of firefighting and Incident Command resources
2. Continue to enhance firefighting skills through targeted training
3. Continually evaluate response performance data and research / implement means to ensure an adequate effective response force
4. Improve the reliability of suppression resources by the addition of EMS and low priority response units in targeted areas
5. Continue to adjust and refine Automatic Vehicle Location (AVL) dispatching of fire suppression units to ensure the most efficient unit responses



Objective 2-2: Maintain a multi-family occupancy inspection and education program

Timeline: 36 months
Responsibility: Fire Prevention
Critical Tasks:

1. Track program success and make improvements as needed
2. Enhance upon inspection and education program for the Manufactured Homes Program

Objective 2-3: Continue to expand fire and life safety outreach for residential occupancies

Timeline: Ongoing
Responsibility: Fire Prevention
Critical Tasks:

1. Utilize the Community Paramedic Program to provide in home fire safety education
2. Support the development of a Home Inspection Program for at-risk occupants
3. Continue to expand Fire and **E**mergency **M**edical **S**ervices (EMS) Prevention initiatives and programs

Objective 2-4: Provide residential sprinkler education throughout the community

Timeline: Ongoing
Responsibility: Fire Prevention
Critical Tasks:

To Safely Protect and Preserve Life and Property

1. Conduct at least ~~four~~^{five} side-by-side residential fire sprinkler demonstrations per year
2. Provide fire sprinkler education to local stakeholders and groups such as home owners' associations, building officials, planning departments, realtor groups, cities and county, etc. as requested

Goal #3 – Improve Outcomes of Emergency Incidents

Objective 3-1: Improve cardiac arrest outcomes

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

1. Provide High Performance CPR refresher training quarterly to crews
2. Continue to build upon law enforcement response to cardiac arrest incidents
3. Provide most current nationally recognized CPR training annually to all Fire District staff
4. Continue to support county-wide PulsePoint Campaign
5. Increase Hands-Only CPR education to the public annually by 20%
6. Continue to adjust and refine AVL dispatching for response units to ensure the most efficient EMS response



Objective 3-2: Improve outcomes of emergency incidents through delivery of targeted training

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

1. Continue to deliver targeted training based on known weaknesses identified through company evaluation process
2. Invest in digital mediums, networks and training locations, which allow efficient delivery of targeted training while allowing crews to optimize Fire District coverage

Objective 3-3: Improve response performance through traditional and alternative deployment models

Timeline: Ongoing

Responsibility: Emergency Services

Critical Tasks:

To Safely Protect and Preserve Life and Property

1. Ensure delivery of emergency services is focused on sending the appropriate resource
2. Focus on eliminating redundancy and improve efficiency in emergency medical response performances
3. Enhance Data Analysis Program
4. Continue to adjust and refine new Computer Aided Dispatch (CAD) system with Automatic Vehicle Location (AVL)
5. Monitor turnout and response times to all incidents; identify and eliminate barriers
6. Focus on reducing turnout time in new fire station designs
7. Expand Community Paramedic Program
8. Expand Single-Role Paramedic deployment model in targeted areas
9. Implement and evaluate Low Priority Response Unit programs

Goal #4 – Assemble and Retain Assemble, Retain and Develop a Highly Trained, Healthy, and Dedicated Workforce Reflective of the Community We Serve

Objective 4-1: Conduct diversity analysis of all employees

Timeline: ~~OComplete and~~ ongoing every other year on July 1

Responsibility: Human Resources

Critical Tasks:

1. Collect self-identification data for all current and new hire employees
2. Compare self-identification data of Fire District to county demographic we serve
3. Work with Training, Volunteers and Explorers to increase diversity in recruitment activities
4. Continue to support the Portland Metro Fire Camp
5. Participate in NW Diversity Council to identify ongoing strategies to improve workplace diversity
6. Continue to evaluate and improve the recruiting and hiring process

Objective 4-2: Maintain an ongoing presence in education institutions and community organizations. Provide District on-site opportunities to students and the community

Timeline: Ongoing

Responsibility: Training, Fire Prevention and Human Resources

Critical Tasks:

1. Continue to support local Fire Science programs to coordinate with school curriculum
2. Develop objectives, outline, and plan for presentations
3. Expand attendance at career fairs



Objective 4-3: Maintain a healthy environment as it relates to work load and enhance development opportunities

Timeline: 12 months

Responsibility: Human Resources

Critical Tasks:

1. Regularly update and publish organizational charts
2. Identify staffing needs across all divisions
3. Establish clear expectations and timelines for project completion
4. Solicit input and provide feedback
5. Implement training plans to include Strategic Organizational Planning Sessions (SOPS) meetings, Target Solutions, and cross trainings
6. Expand availability of development opportunities to include continuing and higher education.

Objective 4-4: Enhance the injury prevention and rehabilitation portion of the District Wellness Program.

Timeline: Ongoing

Responsibility: Wellness

Critical Tasks:

1. Ensure firefighters have access to culturally competent post injury care utilizing the District Athletic Trainers and vetted healthcare providers.
2. Create a post-conditional offer/pre academy forum to conduct movement assessments, provide education on fire ground fitness and give individual feedback during the entry-level process.
3. Regularly evaluate injury reporting, workers' compensation and health insurance injury data to identify areas for District training and education.

Goal #5—Develop Leaders and Promote Leadership

Objective 4-55-1: Support/Evaluate organizational development committee, establish new/update competencies for all job descriptions and develop a strategic workforce plan that links competencies to organizational strategy

To Safely Protect and Preserve Life and Property

Timeline: 126 months

Responsibility: Business Services / Human

Resources

Critical Tasks:

1. ~~Support the~~ Re-establish Organizational Development Committee ~~representing a cross-section of the organization~~
2. Revise employee evaluation process and associated goals for employee development and engagement ~~Evaluate existing committee members~~
3. Identify additional platforms for documentation of employee performance ~~committee members~~
4. Solicit organizational input / support of all workgroups
5. Establish charter to include roles and responsibilities
6. Provide and promote leadership training for division managers
7. Identify competencies for all job descriptions through the organizational development Committee
8. Align opportunities with needed competencies
9. Regularly review existing job descriptions to ensure they are accurate and up-to-date



Objective 4-65-2: Develop a training program to better prepare all staff, career and volunteer personnel for supervisory positions

Timeline: 6 months

Responsibility: Training / Human Resources

Critical Tasks:

1. Establish an annual training plan that includes training from BOLI with Human Resource involvement regarding discipline, documentation, leave, harassment, civil rights and protected classes, employment law, labor relations, performance evaluations, goals and expectations
2. Provide annual supervisor training for all supervisors
3. Expand supervisory and command officer training for all career / volunteer personnel

Goal #56 – Prepare Ourselves and the Community for Disasters

Objective 56-1: Ensure the Fire District is able to provide critical services following a disaster

Timeline: 18~~2~~-24 months

Responsibility: Emergency Manager

Critical Tasks:

1. Contract for full service Continuity of Operations Plan (COOP) service ~~package-package~~(Fall 2018).
2. Train personnel with key roles in the COOP
3. Conduct table top and full-scale exercises of the COOP to test agency capabilities and identify areas of needed growth
4. Develop work plan to address areas of needed improvement related to the COOP (Spring 20~~20~~19)



Objective 56-2: Participate in County-wide emergency planning work groups and exercise

Timeline: 12 - 24 months

Responsibility: Emergency Services / Emergency Manager

Critical Tasks:

- ~~1. Evaluate and share lessons learned in the County-wide Cascadia Reeeding exercise completed in June 2018~~
- ~~2.1.~~ Participate in the County’s development of the Local Emergency Planning Committee (LEPC)
- ~~3. Participate in the County Multi-jurisdictional Natural Hazards Mitigation Plan (NHMP)~~
2. Participate in the County Homeland Security Task Force
3. Participate in the Portland UASI Fire and EMS Working Group
4. Participate in the Oregon Emergency Managers Association and Annual Conference Planning Committee~~the County Fuel Task Force~~
- ~~4.5.~~ Participate in the County Fuel Task Force
- ~~5.6.~~ Participate in the Portland Area Cascadia Exercise (PACE) 2019

Objective 56-3: Support the Community Emergency Response Team (CERT) program and its mission to create disaster resilient families and communities

Timeline: Ongoing

Responsibility: Emergency Manager

Critical Tasks:

- ~~1. Conduct a series of strategic planning meetings with staff and CERT Coordinators to enhance and expand upon current programs~~
- ~~2.1.~~ Finalize the CERT Handbook in order to provide standardized guidance to the several teams in the District

2. Finalize CERT integration into Fire District
3. Engage CERT members to participate in 2019 PACE Exercise Plan and conduct a spring exercise focused on integrating CERT capabilities and related disaster response activities
4. Continue to enhance the annual CERT Summit in cooperation with the County Office of Disaster Management

Goal #67 – Communicate Effectively

Objective 67-1: Refine Improve internal communications

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Identify and reduce redundancies and conflicts through brief and more frequent communication
2. Establish lines of effective communications through live digital medium
3. Set organizational direction through clear, direct communication that is specific and appropriate throughout the workforce
4. Communicate the right issue to the right person
5. Solicit input from employees / volunteers in process to improve internal communication
6. Continue annual organizational planning retreat to solicit input from all personnel
7. Continue annual planning retreats – Board of Directors, District-wide and Volunteer Association

Objective 67-2: Ensure continual Improve communication with our citizens by establishing regular and periodic contact with community and civic groups

Timeline: Ongoing

Responsibility: Public Information Officer

Critical Tasks:

1. Ensure all of our neighborhood associations, community and civic groups are visited on at least a quarterly basis

Objective 67-3: Use traditional and social media platforms to communicate fire and life safety information to our community on an ongoing basis

Timeline: Ongoing

Responsibility: Public Information Officer, Fire Prevention

Critical Tasks:

1. Create and distribute timely and relevant fire and life safety information to the community
2. Enhance social media presence by obtaining a 5% increase in followers by July 1, 2019
3. Continue to refine our target audience and design messaging to reach those groups

Goal #78 – Continue to Strengthen Our Relationships with Our Strategic Partners

Objective 78-1: Use Interagency Committee to communicate with strategic partners [and community members](#)

Timeline: Ongoing

Responsibility: Fire Chief and Board of Directors

Critical Tasks:

1. Schedule and attend ongoing meetings
2. Review, amend and develop new contracts and Intergovernmental Agreements (IGAs) as needed
3. Continue to seek opportunities for collaboration and partnerships

Objective 78-2: Continue organizational engagement in regional planning

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

1. Provide input and seek feedback from legislative lobbyist and others as needed
2. Engage local cities, counties and special interest groups



Clackamas District Fire Defense Board



Goal #89 – Provide Exceptional Customer Service

Objective 89-1: Continually improve internal and external customer service; seek public input on all services provided

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Establish effective internal and external customer service through more frequent, brief communication and utilizing digital media
2. Establish a culture of customer service throughout all divisions from the top down
3. Create clear expectation of the quality desired, acknowledging all requests within one business day
4. Develop criteria for examples of what good internal and external customer service looks like
5. Provide communication and customer service education and training for all employees and volunteers
- 6.7. Develop feedback opportunities for fire inspections and public education sections of the Fire District
7. Review and respond to compliments and complaints. .
8. Develop a system for checking in on home/business owners one to two months after a fire

Objective 89-2: Utilize technology to enhance service delivery and improve customer service

Timeline: Ongoing

Responsibility: Business Services / Information Technology

Critical Tasks:

1. Review, update, and ~~refine~~expand the Fire District website
2. ~~Implement and maintain information security measures and educate workforce. Put applicable forms and documents on website for ease of access and use~~
3. Implement and support new ~~Enterprising Solutions such as share point, bitrix, and basecamp~~ Resource Planning (ERP) Program
4. ~~Established VPN for ERP (Munis) to allow integrated printing and budget information — availability.~~
45. ~~Continuous updating of~~ Fire District ~~v~~Voice over IP (VOIP) servers and network appliances updated
56. ~~Continuous updating of~~ Fire District workstations and laptops ~~being migrated to latest operating system~~ for enhanced service delivery, productivity, and customer service — productivity and customer service.
67. ~~Began updating network~~Maintain network infrastructure to support ~~new AVIDS platform~~new platforms.

To Safely Protect and Preserve Life and Property

78. Establish better communication and collaboration with end users for improved system and software use
Established new Helpdesk platform (LanSweeper) to better communicate and collaborate with

—End users for system and software issues

Goal # 9 Implement Management Practices to Ensure Financial and Operational Sustainability

Objective 9-1: Financial sustainability

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Develop systems to analyze ROI on all new projects/programs
2. Promote consideration of full life-cycle costs in making investment decisions
3. Regularly update long-range financial plans and forecasts
4. Maintain adequate fund balance reserves
5. Improve reporting and transparency of financial information

Objective 9-2: Operational Sustainability

Timeline: Ongoing

Responsibility: All Divisions

Critical Tasks:

1. Analyze and prioritize all projects/programs to advance Fire District goals
2. Establish performance goals and measures for each project/program/department
3. Utilize technology efficiently to improve operations, communication, and collaboration
4. Prepare and utilize data to drive decision-making
5. Improve reporting and transparency of operational information

Fire Chief's Office

Fire Chief's Office

To: Chief Fred Charlton and the Board of Directors

From: Public Information Officer Brandon Paxton

Re: Public Information Office Monthly Report – January 2019

District or Community Events:

- Participated as a candidate in the Captains exam.
- Fire District annual Awards and Recognition Banquet and dinner.

Earned Media (TV, Radio and Print):

Total Story Count:	28
Total Audience:	804,705
*Total Calculated Ad Value:	\$9,041
*Total Calculated Publicity Value:	\$27,131

*Calculated Ad Value uses the 30-second ad value multiplied by the detected length of the story or the printed ad value, and determines what the Fire District would have paid for the ads or broadcasts.

*Calculated Publicity Value is when a news story appears during TV and radio broadcasts, or print media that is promoted as being much higher than the value of placing an ad or broadcast. The industry standard is to say that the story is actually three times more valuable.

Social Media by the Numbers:

- Twitter: 10,051 Followers.
- Instagram: 2,299 Followers.
- Facebook: 5,765 Followers.

Public Messaging and Campaigns:

- Burn-to-Learn structures for live-fire training opportunities.
- Prescription drug take-back locations within Clackamas County.
- Promoted upcoming Fire District events, such as Mobile Resource Fair, Station 16 Ribbon Cutting, and Station 16 Open House.
- Promoted the Clackamas Emergency Services Foundation Dinner/Auction.
- PulsePoint campaign with KGW.

Meetings Attended:

- Clackamas County Regional PIO Quarterly meeting.
- Awards and Recognition Banquet planning meetings and venue walk-through.
- Clackamas Rotary weekly meeting.
- Good Morning Oregon City at Gilman Park Assisted Living.

- Chief's Advisory meeting at Oregon City Police Department.
- BCs and apparatus companies attended community meetings and provided Fire District updates on the following:
 - 2018 Operation Santa recap: served over 500 families, collected 53,771 lbs. of food and 8,369 toys/gifts.
 - Entry Level Firefighter hiring process was completed and academy would begin in February.
 - Hilltop Community Fire Station 16 Ribbon Cutting Ceremony event details inviting members to attend.
 - Provided Fire District year-end stats.

Respectfully submitted,

Public Information Officer Brandon Paxton

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Deputy Chief Doug Whiteley

Re: Business Services Division Monthly Report – January 2019

- Participated in the Oregon City Chamber Board Meeting.
- Facilitated the Labor Management Committee meeting.
- Attended the Clackamas County Fire Interagency meeting in Sandy.
- Reviewed and scored the Clackamas Fire / Estacada Fire feasibility study applications.
- Facilitated the January Civil Service meeting.
- Updated job descriptions and testing packets for upcoming promotional processes.
- Attended several Administration Building construction / design meetings.
- Facilitated the quarterly Strategic Organizational Planning Session.
- Attended the Clackamas County Fire Defense Board meeting in Hoodland.
- Attended the several Health Trust Committee meeting.
- Attended the Clackamas Fire / Estacada Fire Interagency Committee meeting.
- Met with Emerick Construction regarding all new construction projects.
- Updated the Capital Improvement Plan.
- Attended the Estacada Fire Board meeting.
- Met with several recently promoted Lieutenants.
- Attended several Rotary Club meetings.
- Attended County Administrator Don Krupp's retirement party.
- Reviewed and updated District policies.
- Met with Local 1159 on various matters.
- Worked with Legal Counsel.

Respectfully submitted,

Deputy Chief Doug Whiteley

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Division Chief Joshua Gehrke

Re: Business Services Division Monthly Report – January 2019

- Performed exit interview with Human Resource Manager.
- Worked on Strategic Business Plan (communications objectives) and finalized edits.
- Finalized civil service testing packets for Fire Marshal and shift Battalion Chief.
- Made conditional job offers to Firefighter candidates.
- Attended HazMat Team Advisory Group (TAG) meeting in Albany.
- Finalized testing schedule and components for Captain's test and successfully administered.
- Attended Civil Service Meeting.
- Attended Estacada Interagency Committee Meeting.
- Tour Station 16 with ITS staff to identify needed equipment prior to grand opening.
- Received budget updates from Directors and met with staff on budget details.
- Met with Deputy Chief Whiteley and Data Systems Manager Shelby Hopkins to discuss Data Services current and future programs.
- Worked with ITS on Capital Improvement Plan updates.
- Attended Estacada Board meeting.
- Facilitated the Professional Development Committee meeting.
- Participated in Administration Building design and construction planning.
- Worked with ITS on updating objectives for Strategic Business Plan.
- Reviewed final results from Captains test and notified candidates of placement.
- Attended Labor Management Committee meeting.
- Developed Shift Battalion Chief testing components with staff.
- Attended Center for Public Safety Excellence credentialing meeting with Chief Stewart and DC Whiteley.

- Attended DPSST meeting about Peer conference and State website for Peer support resources.

Respectfully submitted,

Division Chief Joshua Gehrke

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Fleet Director Bill Bischoff

Re: Fleet Services Division Monthly Report – January 2019

During the month of January, the following are some of the major items that Fleet Maintenance personnel addressed:

Engines

- 3-143 E314- Completed write ups and PM work.
- 2-113 E326- Engine seemed like it wasn't heating up to temp, foam system repairs.
- 3-141 E328- PM and pump test, write ups.

Trucks/Heavy Rescue

- 2-206 T321- PM and write ups. Worked with potential buyer in Mass. for Truck purchase.
- 2-208 T316- Axle Gasket leaking.
- 2-126 E304- PM and write ups

Brush Rigs/ Water Tenders/Boats

- 2-363 BR313- PM, Body work from station damage and other write ups.
- 2-400 MC316- PM and multiple write ups on Mobile Command rig.
- 2-445 M303- PM and write ups- Rub rail replacement from accident.
- 2-446 M316- PM and write ups.

Staff Vehicles/Medic

- Several Staff vehicles in for PM and write ups, warranty work and recalls.
- 2-505 IMT Suburban- Starts and dies, needed for response at Station 6.
- 2-573 Charlton- New Tahoe set up and chain of reassigned vehicles to follow.
- 2-527 EM- Vehicle accident totaled this vehicle. Stripped as needed and prepped for dealer to come and pick up. Moved other current vehicles around to mitigate different assignments along with the changes made with new Chief Tahoe. 2-509, 2-567, 3-562, 2-569, & 2-572.

Other Items

- Performed some write ups and PM for Hoodland E352. Fleet is trying to help them out with their needs, but still maintained all the other apparatus and outside agency work needed and contracted from us.
- Performed several service calls and other apparatus work on Lake Oswego as needed.
- Performed PM and write up work on a number of Canby apparatus to include pump tests.
- Fleet continues to work through any warranty issues on the new building and continues to set up as needed.

Respectfully submitted,

Fleet Director Bill Bischoff

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Information Technology Services Director Oscar Hicks

Re: Information Technology Services Division Monthly Report – January 2019

Initiated

- Apple i-enrollment via Verizon
- Email security management
- Managed Services research and engagement

In Progress/On-going

- ITS Optimization / Audit Survey (defining business requirements)
- Allstream Analog telecomm lines review
- Epik cellular dialer proof of concept at Station 6.
- Epik phone line documentation at all locations
- Fleet analog lines
- MS SQL / SharePoint design
- Setting up Exchange 2016 with cluster topology
- Updating Remote Virtual Desktop Image to Windows 10
- Enterprise Information Security (InfoSec) Management
- MS Windows 10 migration
- MS Office 2016 migration

Completed

- Avids email addresses
- Sophos XG - centralized security platform
- Munis IP additional address routes
- Planning Station 16 fiber
- Continuous work with the CMT MAJCS configuring Inform Mobile and troubleshoot issues, Testing new Version of Mobile CAD for deployment next month.

- Unitrends / Veeam - Data Backup and DR platform
- Station 6 alarm panel/phone line issues
- VMware vCenter vSphere upgrade to latest – ver. 6.7
- VMware Horizon View upgrade to latest – ver. 7.7
- Updating Virtual Desktop Image Win7Pro
- E-Mail Archive upgrade (MailStore)

Respectfully submitted,

Information Technology Services Director Oscar Hicks

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Logistics Manager DeAnn Cordes

Re: Logistics Division Monthly Report – January 2019

The following summary of work includes those activities completed within Logistics.

- Logistics filled and delivered 321 orders entered into Munis. This is up 7.72% from January of last year.
- Filled and delivered 29 controlled medication orders; which is up 16% from January of last year. Logistics continues to perform deliveries on Tuesdays and Fridays or as needed.
- Staff attended and represented Logistics at the EMS and Safety Committee meetings this month.
- Helped with the Chief's interviews at Station 3 for the new hire firefighter candidates.
- Met with operations staff to help make Munis easier on the requisition entry side. We identified some areas that could be improved to make requisition entry (logistics ordering) a smoother process. The goal is to meet with two more captains to see their challenges and identify more opportunities for improvement.
- Logistics sized the new hire Firefighter candidates this month. Current Volunteers were contacted so they could return their District issued personal protective equipment. Some items will be re-issued, but most will be newly issued items.
- Staff sized award recipients for their Class A ensemble. These included career and volunteer firefighters.
- Logistics staff helped with the delivery and pick up of items for the annual Awards and Recognition Banquet.
- Paul Eggleston is a Fire District trainer for our forklift, telehandler and scissor lift. He certified two shifts of the truck and heavy rescue crews this month. The training includes classroom and practical applications.
- Met with several individuals about the upcoming promotions.
- Prepared the fiscal year 2020 budget for Logistics.

Respectfully submitted,

Logistics Manager DeAnn Cordes

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Battalion Chief Burke Slater

Re: Fire Prevention Division Monthly Report – January 2019

Engineering Fire Prevention staff reviewed 96 buildings and land use projects in the month of January 2019. In addition, 4 tenant remodel inspections were conducted, as well as 7 new construction inspections, and 6 new business inspections.

Enforcement Over 3000 fire and life safety inspections were assigned for 2019. Many more inspections will be completed throughout the year including special inspections completed by the Fire Prevention staff, as well as the target hazard and lockbox inspections that will be completed by the fire companies.

Public Education Fire Prevention staff and companies conducted or participated in 14 community activities during January 2019. These include Hands-Only CPR Presentations, Fire Safety Presentations, Station Tours, and a number of other public events.

Respectfully submitted,

Battalion Chief Burke Slater

2019 Occupancy Inspections

January

Assigned To	Actions	Completed
Division, Fire Marshal Office	1 YEAR PREVENTION OFFICE	0
	2 YEAR PREVENTION OFFICE	0
	HAZ MAT INSPECTION	0
	ANNUAL SELF INSPECTION	0
	APARTMENT PROGRAM 1 YEAR	0
	4 YEAR PREVENTION OFFICE	0
	4 YEAR LOW HAZARD	0
	Lock Box	0
	TARGET HAZARD WALK THRU	0
	Division, Fire Marshal Office	Total
	Grand Total	0

2019 Special Inspections

January

Assigned To	Actions	Completed
Division, Fire Marshal Office	ENFORCEMENT ASSIST	1
	FIRST REINSPECT	7
	NEW BUSINESS INSPECT	6
	NEW CONSTRUCTION INSPECTION	7
	OPEN BURNING	21
	PLAN REVIEW	96
	SPECIAL INSPECTION	4
	TENANT IMPROVEMENT	4
Division, Fire Marshal Office	Total	147
Grand Total		147

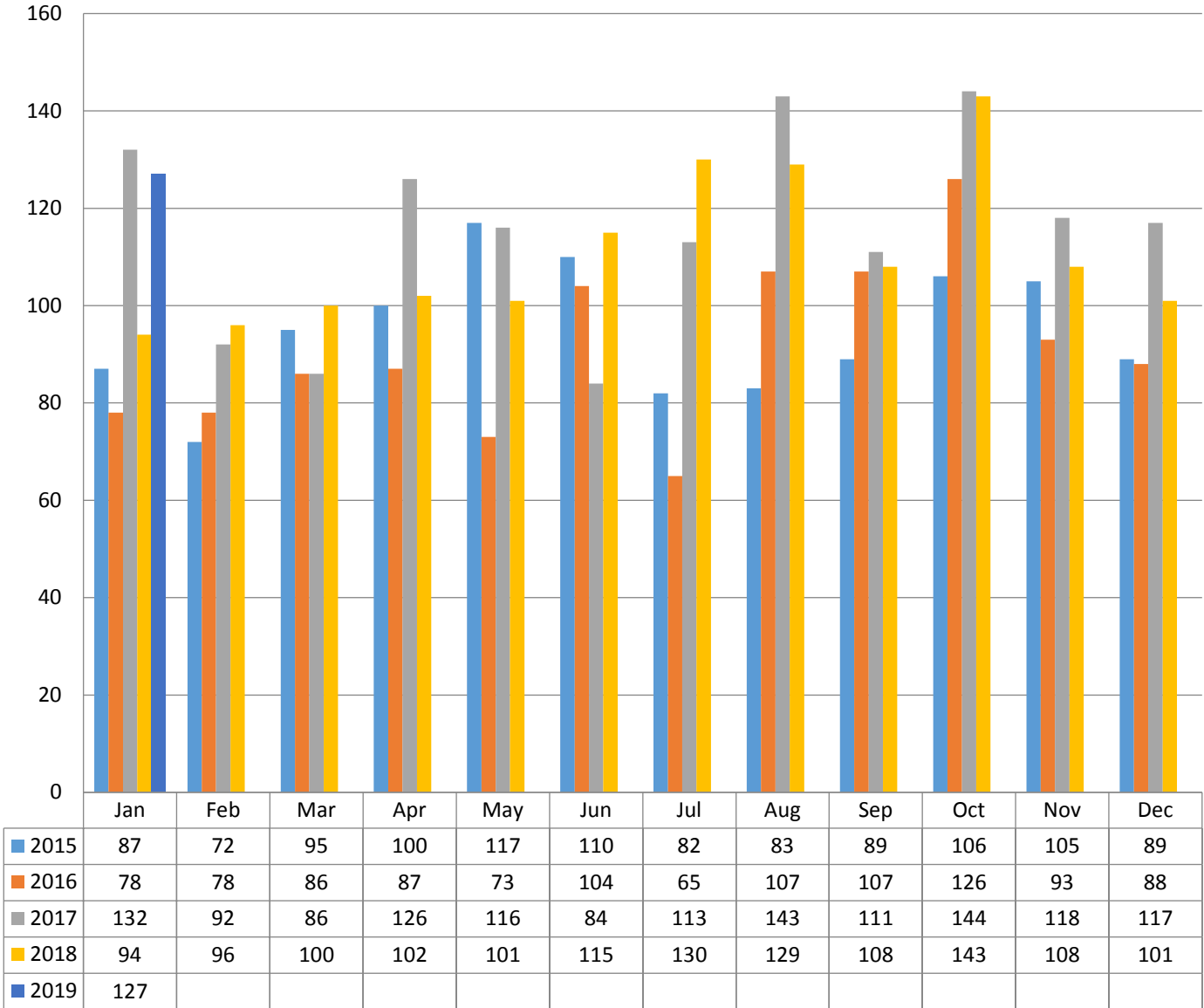
January					
Assigned To	Actions	Scheduled	# Done	% Done	
Division, Fire Marshal Office	MARIJUANA FACILITY INSPECTION	2	0	0.00%	
	1 YEAR PREVENTION OFFICE	88	0	0.00%	
	2 YEAR PREVENTION OFFICE	6	0	0.00%	
	4 YEAR LOW HAZARD	18	0	0.00%	
	APARTMENT PROGRAM 1 YEAR	13	0	100.00%	
Division, Fire Marshal Office	Total	127	0	0.00%	
Grand Total		127	0	0.00%	

2019 Estacada Inspections			
January			
Assigned To	Actions	# Done	
Division, Fire Marshal Office	MARIJUANA FACILITY INSPECTION	0	
	1 YEAR PREVENTION OFFICE	0	
	2 YEAR PREVENTION OFFICE	0	
	4 YEAR LOW HAZARD	0	
	APARTMENT PROGRAM 1 YEAR	0	
Division, Fire Marshal Office	Total	0	
Grand Total		0	

2019 Estacada Special Inspections			
January			
Assigned To	Actions	# Done	
Division, Fire Marshal Office	FIRST REINSPECT	1	
	NEW BUSINESS INSPECTION	2	
	PLAN REVIEW	5	
Division, Fire Marshal Office	Total	8	
Grand Total		8	

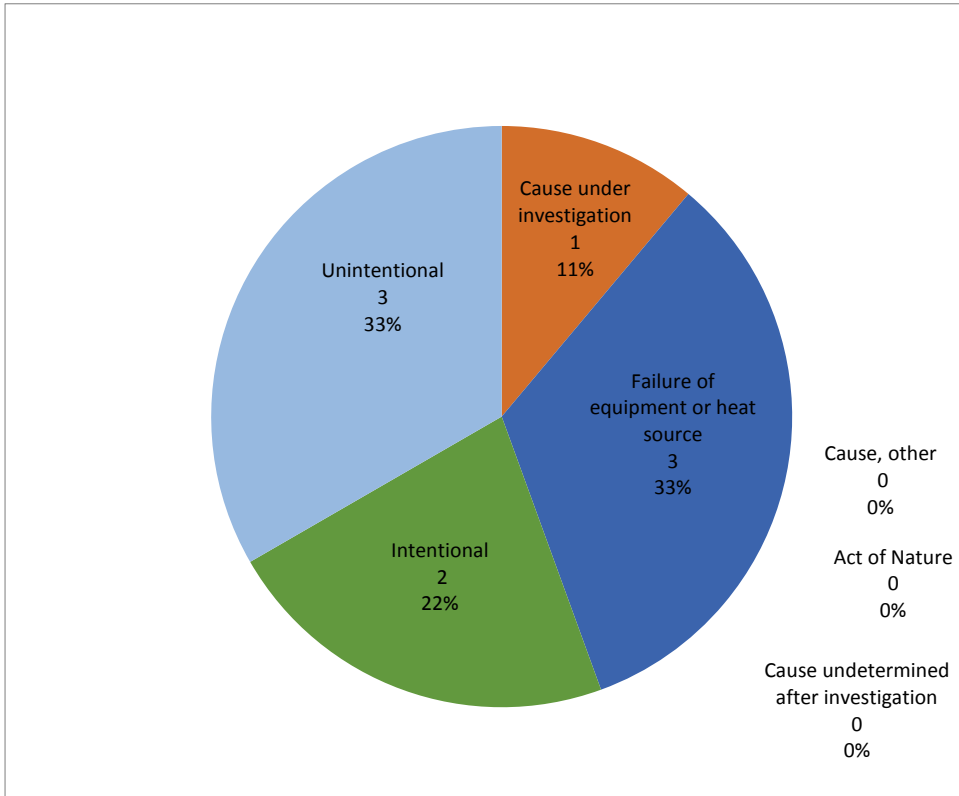
False Fire and Medical Alarm Responses

Information within this category will be used for the purpose of cost recovery pursuant to Ordinance 09-01



<u>Monthly Average</u>		
2015	95	Incidents
2016	91	Incidents
2017	115	Incidents
2018	111	Incidents

Clackamas Fire District #1 2018 Structure Fire Cause of Ignition



Year	Fire Cause of Ignition	Incidents	%
2015	Cause under investigation	0	1.98%
	Cause undetermined after investigation	11	12.79%
	Cause, other	1	1.16%
	Failure of equipment or heat source	15	17.44%
	Intentional	5	5.81%
	Unintentional	54	62.80%
2015 Total		86	100.00%
2016	Act of Nature	2	2.56%
	Cause under investigation	1	1.28%
	Cause undetermined after investigation	11	14.10%
	Cause, other	2	2.56%
	Failure of equipment or heat source	9	11.54%
	Intentional	4	5.13%
Unintentional	49	62.80%	
2016 Total		78	100.00%
2017	Act of Nature	2	2.15%
	Cause undetermined after investigation	17	18.28%
	Cause, other	1	1.08%
	Failure of equipment or heat source	18	19.35%
	Intentional	8	8.60%
	Unintentional	47	50.54%
2017 Total		93	100.00%
2018	Act of Nature	0	0.00%
	Cause under investigation	1	0.88%
	Cause undetermined after investigation	22	19.30%
	Cause, other	5	4.39%
	Failure of equipment or heat source	24	21.05%
	Intentional	7	6.14%
Unintentional	55	48.25%	
2018 Total		114	100.00%

**Data on 111-Building Fire's only within Clackamas Fire Dist. FMZ's
Data Excludes: Cooking and Chimney Fires**

Business Services

Business Services Division

To: Chief Fred Charlton and the Board of Directors
From: Data Systems Manager Shelby Hopkins
Re: Data Management Monthly Report – January 2019

Munis

- Live with Munis HR/Payroll.
- All phases of the Munis implementation are complete!

Fire RMS/ePCR (Zoll)

- Project Team met to discuss Image Trend and ESO RMS/ePCR software programs and plan moving forward.

Data

- Archive/Electronic Document Mgt. meeting to discuss organizations plan for budgeting and moving forward with new software.
- Staff continued meeting with crews individually to train on Cost Recovery reporting.
- Claims Summary Report as of February 7, 2019:

Clackamas County FD #1	# of Claims	Claim Amount	Average \$/Claim
False Alarm			
In Process	46	\$10,049.62	
Closed Not Paid	1		
Closed Paid	68	\$18,734.43	\$275.51
	115	\$28,784.05	
Fire			
In Process	2	\$1473.57	
Closed Not Paid	0		
Closed Paid	0		
	2	\$1,473.57	
Hazmat			
In Process	8	\$5,242.92	
Closed Not Paid	2		
Closed Paid	1	\$355.16	\$355.16
	11	\$5,598.08	
Inspection			
In Process	7	\$1,529.29	
Closed Not Paid	3		
Closed Paid	4	\$1,073.88	\$268.47
	14	\$2,603.17	
MVA			
In Process	92	\$34,152.45	
Closed Not Paid	11		
Closed Paid	4	\$2,470.58	\$617.65
	107	\$36,623.03	
Total In Process	155	\$52,447.85	
Total Closed Not Paid	17		
Total Closed Paid	77	\$22,634.05	\$293.95
	247	\$73,608.33	

Respectfully submitted,

Data Systems Manager Shelby Hopkins

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Emergency Manager Gregg Ramirez

Re: Emergency Management Monthly Report – January 2019

- Conducted PACE exercise planning meeting with Kaiser Sunnyside Hospital.
- Invited to be the keynote speaker at the Oregon City High School ROTC Ball. Accepted a check for \$100 on behalf of the Emergency Services Foundation.
- Attended Fire and EMS Working Group of the RDPO.
- Attended Local Emergency Preparedness Committee meeting.
- Conducted fire extinguisher training for Clackamas River Water.
- Met with Estacada Fire regarding future opportunities of CERT collaboration.
- Conducted CERT Coordinators meeting.

Work ongoing

- Continuity of Operations Plan.
 - An orientation webinar for senior leaders is scheduled for 14th of February. The webinar will be posted to Target Solutions for individuals who cannot attend the live webinar.
 - The development of the COOP will be a process that lasts between 12 and 18 months and will require the participation of all D1 senior staff.
 - The COOP will help ensure the District's ability to meet the mission following a large natural or man-made disaster.
- PACE exercise planning.
- CERT handbook finalization.

Respectfully submitted,

Emergency Manager Gregg Ramirez

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: HR Manager Trish Noble

Re: Human Resources Division Monthly Report – January 2019

- Resubmitted job analysis questionnaire for HR Admin Tech due to change in job duties and assignments.
- Attended Munis Pre and Post-Live Support Sessions.
- Assembled Chief's Interview packets for Entry Level Firefighter.
- Completed quarterly Callboard Reset.
- Assisted with Captain's Test Promotional Exam.
- Met with Chief Whiteley to discuss end of TeleStaff duties and beginning of Testing/Promotional duties in HR.
- Created new employee files/forms and sent related documentation to staff.
- Updated employee files with certifications, change of address and assignment changes.
- Updated the District's Veteran list.
- Quarterly Civil Service Meeting.
- Continued to update Degree Information.
- Continued work on Comp Time reporting.
- Met with Tactical Athlete to provide necessary contacts and answer process questions to begin their services for expedited physician injury services and return to work.
- Quarterly SOP's meeting presentations on policy update.
- Retiree Insurance Billing run up to handover from Finance to HR.
- Organizational Development Committee assignment: prepare competency card sorts and definitions in electronic format for completion of remaining list of positions still in need of card

sort.

- Notification of most recent BC and Captain promotions.
- Processed results for last remaining psych and background checks for clearance for newest entry level firefighter academy candidates.
- Met to discuss short term and long term disability options for impacted staff.
- Processed bereavement, jury duty and subpoena leave for personnel.
- Responded to veteran point application question in regards to TDY processes.
- Tuition reimbursement payments after grade submittal reviews and processed requests for next academic term.
- Temp hire processing.
- Responded to inter-agency requests for wage and benefit comparisons.
- Processed job resignation and processed unemployment filings.
- Worker's Comp claims and return to work.
- Insurance Benefits:
 - Met for a special TIPO Committee meeting on January 28th to go over the process for the retiree billing. From this meeting, it was decided to bring the billing over from Finance to HR. Effective as of Feb 20th billing, we will start invoicing and documenting their payments coming in. We are hoping that this function will help the customer service with our retirees and the ability for them to be able to read and understand their invoices. This is an interim until we work directly with Munis on the efficiency of getting the statements set up to where we would like them.
 - Set up Deferred Comp dates for employees to meet with our Voya reps.
 - Met with Halee to learn how to deposit money into the finance side of Munis for retiree deposits.
 - Started on the 1095-C. My goal is to get all of those out to employees by mid-February. Due date is March 4th.
- LBG:
 - Have 3 open cases that we are working on.
- Health Trust:
 - We have added a new link to the D1Net Benefits Home page. Once you click on the benefits link, it will either take you to the website or take you to the Health Trust minutes for anyone to view how the Trust is doing. We also are posting in the Insurance Newsletter how much we are contributing to the cost of our retirees health cost each month through the TIPO (Trust Insurance Premium Offset).

Respectfully submitted,

HR Manager Trish Noble

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Deputy Chief Ryan Hari

Re: Emergency Services Division Monthly Report – January 2019

- Continued work on the Station 16 and 19 construction projects, including punch list items and move in preparations.
- Attended weekly Owner/Architect/Contractor meetings for all construction projects.
- Met with TVFR staff regarding operational issues.
- Participated in the monthly operations meeting.
- Chaired the monthly C800 meeting. Re-elected for another term as chair.
- Attended the Board of Directors work session.
- Attended the Estacada Fire Board of Directors meeting.
- Worked on the regional station alerting project.
- Met with Energy Trust staff to inspect Fire Station 16 project.
- Participated in design meetings for administration and training projects.
- Continued budget preparations for next fiscal year.
- Attended weekly finance staff meetings. Worked on several finance related issues.
- Participated in Labor Management meeting with Local 1159.

Respectfully submitted,

Deputy Chief Ryan Hari

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Division Chief Bill Conway

Re: Emergency Medical Services Division Monthly Reports – January 2019

The following summary of work includes those activities completed within the EMS Division. Additional reports are included from the Medical Services Chief, EMS Training Officer, Community Paramedic, as well as the monthly community CPR report from Cascade Training.

- Hosted Ambulance Service Area strategic planning meeting. Included Chief Charlton, CFD1 EMS Division, AMR, County staff, Molalla Fire and Canby Fire.
- Attended recruit academy planning session.
- Met with State licensing compliance specialist regarding assisted living and residential care facilities.
- Attended EMS Council Operations Subcommittee meeting.
- Attended District SOPS meeting.
- Attended Fire Defense Board meeting.
- Attended Cost Recovery meeting.
- Chaired Clackamas County EMS Council meeting.
- Coordinated and attended EMS planning retreat.
- Participated in Public Based EMS committee meeting.
- Attended Clackamas Rotary meeting to support Chief Charlton's presentation.
- Met with new Lake Oswego Fire Chief regarding EMS issues and ALS Consortium.
- Attended Board of County Commissioners meeting.
- Met with Kaiser Permanente – discussing facility response efficiencies and opportunities.
- Attended Board work session.
- Attended monthly Board meeting.

Respectfully submitted,

Division Chief Bill Conway

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Medical Services Chief Josh Santos

Re: Emergency Medical Services Division Monthly Report – January 2019

- Attended SOPS meeting
- Attended charting platform meeting – Researching EMS, fire and investigation charting programs
- Attended Ops meeting
- Attended monthly board meeting
- Attended EMS Committee Meeting
- Attended ASA strategic planning meeting with Clackamas County stakeholders
- Rode along with Community Paramedic
- EMS planning and budgeting retreat
- Attended Peer Support meeting
- Met with Kaiser Permanente – discussing facility response efficiencies and opportunities
- Attended Board of County Commissioners meeting
- Attended EMS Council meeting

Respectfully submitted,

Medical Services Chief Josh Santos

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Community Paramedic AmyJo Cook

Re: Emergency Medical Services Division Monthly Report – January 2019

- Assisted District older couple with connecting with continuation of care outside the 911 system and connection with possible assisted living options.
- Attended community Outreach meeting with Riverstone.
- Conducted 2 Home visits to assist Adult Protective Services.
- Conducted 1 home visit for crew referral on frequent falls.
- Conducted 5 home visits for crew referral frequent callers.
- Conducted 1 home visit for crew referral for general assistance.
- Conducted 5 Project Hope visits.
- Administered 12 Hep A/B, and 15 flu Vaccinations at Clackamas Service Center to Vulnerable populations.
- Attended new charting system work group debrief.
- Assisted 2 Project Hope clients with clean and sober supported housing.
- Attended Hepatitis A meeting with Clackamas Public Health.
- Attended Narcan task force meeting.
- Attended divisional EMS work retreat.
- Provided Narcan training for Clackamas Mental Health Clinic (Riverstone).
- Presented Project Hope at quarterly Information and Resource meeting.
- Attended Clackamas County FUSE planning meeting for frequent users of county resources.
- Attended planning meeting for 2nd annual Clackamas Fire Community Paramedic Resource Fair.

Respectfully submitted,

Community Paramedic AmyJo Cook

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: EMS Training Officer Mike Verkest

Re: Emergency Medical Services Division Monthly Report – January 2019

- Attended the NAEMSP Annual Meeting and Conference in Austin, TX.
- Attended EMS Retreat and Budget Meeting.
- Attended Clackamas County EMS QA/QI.
- Attended EMS Division Meeting.
- Met with City of Vancouver, WA Fire, EMS Division with MSC Santos.
- Participated in East Clackamas County EMS Association Meeting- Timberline 2019.
- Participated in January EMS Committee / EPIC Meetings.
- Attended ASA Strategic Planning meeting and Clackamas BCC Meetings.
- Continued planning for regional PACE Exercise for May 2019.
- Continued work with Clackamas County Strangulation Workgroup.
- Attended Active Shooter Incident Management Course, Portland Police Bureau.
- Recorded 1 EMS Training quickie.
- Re-Released the Measles Informational Video in coordination with Dr. Turner and Wellness.
- Attended the monthly and weekly Training Division Staff meetings.
- Participated in Weekly ATO Meetings.
- Prepping for 19-01 and EMS for Vol 18-02.
- As Chair of the Clackamas County EMS Council Ops subcommittee, held monthly meeting.
- EMS Mobile training unit sent to Station 11 for decal placement.
- Planning for March Chain of Survival Celebration.

Respectfully submitted,

EMS Training Officer Mike Verkest

Number of Classes Offered at Each Location								
Class Type	Jan-19							
	Station 2	Station 3	Station 4	Station 5	Station 7	Station 10	Station 14	Station 15
BLS HCP			2	2				
HS FA, CPR & AED				1			1	
HS CPR & AED				1			1	
HS FA				1			1	
ACLS Renewal			1	2				
PALS Renewal			1					

Clackamas Fire Station Enrollment by Location								
Class Type	Jan-19							
	Station 2	Station 3	Station 4	Station 5	Station 7	Station 10	Station 14	Station 15
BLS HCP			28	27				
HS FA, CPR & AED				11				
HS CPR & AED				2			3	
HS FA				1				
ACLS Renewal			7	16				
PALS Renewal			7					

Clackamas Fire Student Evaluation Summary -- January 2019					
	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Overall this course met my expectations:	1	2	3	4	5
			1	7	94
The program was relative to my work and extended my knowledge:		1	1	9	91
Adequate supply of equipment that was clean and in good working order:			1	8	93
Method of presentation enhanced my learning experience:			1	5	96
Classroom environment was conducive to learning:		1	1	5	95
Instructor(s) provided adequate and helpful feedback:				6	96
Student's rating of the instructor's overall effectiveness:					
	Poor	Fair	Satisfactory	Good	Excellent
			1	3	98
Student would refer a friend/colleague to take the same course:					
				Yes	No
				101	1



Cascade Healthcare Services, LLC.

Clackamas Fire District #1
Community CPR and First Aid Programs

Student Enrollment and Course Evaluation Summary



Comments from Clackamas Fire Student Evaluations --January 2019

Very practical information - applies to almost any clinical area.

Excellent class and instructor as always.

It was very cold in the room.

A little chilly!

Great class!

Room was freezing! Was able to warm it up.

Cold room!

Small group, hands on very effective.

Victoria was very knowledgeable about CPR. Very good, hands on exercises.

Good Job!

Instructor is very good.

Learned new tricks after 16 years of having taken BLS.

Thank you! Great job!

I have taken many CPR Classes. This was by far the best. Victoria provided outstanding hands-on coaching, with suggestions for effective modifications to traditional methods.

I really appreciated Victoria's easy going, calm and realistic approach.

Thank you for an awesome class!

Great location! I will be back in 2 years.

I liked the lights on the dumbbells.

Comprehensive & easy to follow training. Thank you!!

Nice, effective, timely.

Great instructor!

Victoria was very helpful during the course and made it easy.

Very good review for advanced provider lay person attending. It was comfortable and reported less stress after program than anticipated before.

Cell phones need to be shut off in class.

Great job.

The smaller group was great!

I've taken this from Denise before & loved it. She is the best!

I wish Denise would do all our classes in Tillamook! She is excellent.

Appreciated the instructor's expertise and application/examples and scenarios. Also enjoyed the humor.

Wonderful instructor, clear instruction.

Matt was fantastic!

Thank you for allowing me to take my pumping break!

Thanks!

Thank you!

No nonsense! Straight forward, right to the point.

Was very knowledgeable.

Excellent instructor.

Great instructor.

Great class, very focused with plenty of chance to practice. I really liked the manikins with the lights showing CPR effectiveness.

Excellent overall with the video instruction and hands-on. Thanks for keeping it short and straight forward.

Great class and great instructor.

Excellent & non-stressful. Thank you!

Great instructor, great to have some more in depth knowledge of what to realistically expect and what may come up when doing CPR.

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Health and Wellness Manager Heather Goodrich

Re: Wellness Division Monthly Report – January 2019

The following summary of work includes those activities completed by Clackamas Fire Wellness Staff:

- Baseline pre-physicals for recruit candidates: 16 career recruit candidates, 1 explorer candidate and 1 Training Technician candidate.
- Annual career firefighter/FMO/Chief pre-physical testing. (1 person)
- Annual career firefighter fasting blood draws. (55 people)
- Immunizations were provided to career firefighters, volunteer firefighters, retirees and staff. (31 people)
- Completed the OSHA required Hearing Conservation Manual for 2018.
- Coordinated baseline NFPA 1582 physicals, chest x-rays, treadmills and drug screens for baseline candidate firefighters. (14 people)
- Coordinated baseline NFPA 1582 physicals and drug screens for baseline explorers. (5 people)
- Coordinated annual NFPA 1582 physicals for career firefighters. (21 people)
- Coordinated annual NFPA 1582 and respirator clearances without a physical for career firefighters. (3 people)
- Coordinated annual NFPA 1582 physicals for Clackamas Suppression and Support Volunteers. (1 person)
- Coordinated explorer respirator clearances. (7 people)
- Coordinated weekend morning workouts for volunteer firefighter recruits.
- Purchased new fitness equipment for Stations 6, 10, 16, 18 and 19.
- On-site injury consultations by the Athletic Trainers. (Saw 50 people for 118 total visits)
- Processed and provided follow-up for on-the-job injury reports and for Safety Committee. One injury report was submitted with that injury turning into a workers' compensation claim.
- The OSHA 300 report was completed and posted at each District location.
- Coordinated volunteer injuries and return to work program. (2 people)
- Provided requested health information and consultations to 7 firefighters and staff.
- The Wellness Specialist attended a week long certification class to become a Mental

Health First Aid Instructor through DPSST. It was specifically geared for Fire and EMS.

- The Wellness Manager, Athletic Trainers and HR Manager met with VP of Operations for Tactical Athlete Health Performance Institute regarding implementing the new contract.
- The Wellness Manager met with June Vining, TIP Coordinator and Portland Fire EAP Coordinator regarding Peer Support.
- Organized the quarterly Peer Support Meeting with continuing education from Tim Dietz.(19 attendees)
- Provided requested information about our program to Central Pierce Fire and Canby Fire via email.
- Prepared the 2019-2020 Wellness budget.
- Created and sent out monthly Wellness Update and Health Insurance Newsletter.
- Distributed EAP Employee Newsletter and EAP Supervisor Newsletter by email.
- Staff attended Senior Staff, Safety Committee, Organizational Development, Strategic Planning meetings.

Respectfully submitted,

Health and Wellness Manager Heather Goodrich



Clackamas Fire District #1

Wellness Update

January 2019
Issue 221

Health Question of the Month

Q. Should I skip exercise when I have a cold?

A. Not necessarily! If the symptoms are above the neck, like a runny or stuffy nose, sneezing, or sore throat, exercising shouldn't pose any risk. In fact, mild to moderate exercise has been shown to help boost immune system function. But if your symptoms include body aches, chest congestion or tightness, and a hacking cough, workouts should be postponed.

Wellness News

- Wellness wishes everyone a Happy, Healthy 2019!
- Annual Career Physicals will continue into January and February. Please wait until you receive an email from Heather to schedule and please make sure you have your physical completed by your assigned due date. Physical due dates are staggered on purpose.
- Annual Volunteer pre-physicals will take place in March 2019.



FIREFIGHTERS MAY FACE INCREASED SKIN CANCER RISK

Firefighters may have a higher risk of skin cancer than the general public, a new study finds.

The study analyzed information from about 2,400 firefighters in South Florida. Participants answered questions about whether they had past skin-cancer diagnoses, as well as what kind of sun protection (including sunscreen) they used and whether they had been screened for skin cancer or had other skin cancer risk factors.

Overall, 109 firefighters (4.5 percent) reported having a diagnosis of skin cancer at some point, including 17, or 0.7 percent, who were diagnosed with melanoma. That's higher than the rate of melanoma among Florida adults in the general population, which is only 0.01 percent, the researchers said.

What's more, firefighters tended to be diagnosed with melanoma at younger ages than adults in the general population: The median age of melanoma diagnosis was 42 years old among firefighters, compared with 64 years old in the general U.S. population.

"It is certainly possible that chemicals encountered by firefighters during the incident response could be increasing their risk for skin cancer," said study co-author Dr. Alberto Caban-Martinez, an assistant professor in the Department of Public Health Sciences at the University of Miami's Miller School of Medicine.

For example, soot produced by the combustion of materials can contain harmful chemical compounds that may increase the risk of cancer, Caban-Martinez told Live Science in an email. "This soot can transfer from the fire to their fire engine/truck, back to their fire station and possibly even home."

Another group of chemicals produced by combustion is called the polycyclic aromatic hydrocarbons, which are known cancer-causing chemicals. One study found that these chemicals can enter people's skin through specific receptors, Caban-Martinez said.

But other factors, such as exposure to sunlight outside of work hours, could also play a role in firefighters' increased risk of skin cancer. Or there may be a synergist effect between exposure to ultraviolet rays from sunlight and chemicals from fighting fires, Caban-Martinez said. For this reason, more research is needed to better understand skin cancer risk among firefighters and to identify possible work-related hazards that may increase the risk, the researchers said in the study.

This isn't the first study to uncover a link between firefighting and cancer risks: Other studies have found that firefighters have an increased risk of a number of cancers, including those of the digestive, oral, respiratory and urinary systems, according to the Centers for Disease Control and Prevention.

The researchers in the recent study also looked at other skin cancer risk factors among firefighters.

The scientists found that a little over one-third (34 percent) of firefighters in the study said they used sunscreen most of the time or always when they were outdoors. Firefighters with a history of skin cancer were more likely to report sunscreen use than those without a history of skin cancer, the study found.

Only 14 percent of firefighters in the study, and 12 percent of those with a history of skin cancer, reported wearing long pants outdoors (which can protect against sun exposure). About 1 in 4 (24 percent) of firefighters said they had used a tanning bed at some point in their lives. That's lower than the average prevalence of tanning bed use among adults in Western countries, which is around 36 percent, the study said.

Overall, about 50 percent of firefighters said they had undergone a full-body check for skin cancer. That's higher than the rate of skin cancer screening among the general population of Florida adults, which is 11 percent.

In this issue

FFs Face Increased Skin Cancer Risk [P.1](#)

Preparing for a Happy & Healthy 2019 [P.2](#)

S.M.A.R.T Goals [P.3](#)

Exercise of the Month: Rubber Band Grip [P.3](#)

Recipe: Slow Cooker Lemon Chicken [P.4](#)

Just Breathe: Hacking the Nervous System

Have you ever noticed what happens to your breathing when you feel stressed? It gets shallow and rapid. When you are relaxed you may notice that your breath rate slows down.

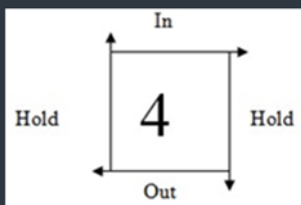
What you may not be aware of is what else is going on inside the body. As your breath rate increases, the heart rate increases, blood pressure increases, digestion, immune function and reproductive systems slow down. Most importantly, our brain is affected which reduces our ability to communicate and solve complex problems.

Controlling our own breath rate is simple and easy and will counter-balance the effects of stress and conserve energy.

Try this simple tactical breathing technique regularly throughout the day to improve performance:

- Inhale for a count of 4
- Hold for a count of 4
- Exhale for a count of 4
- Hold for a count of 4

Complete for 5-10 rounds, 3-5 times each day and notice how it impacts your health and your reaction to stressful situations.



Source: www.dps.texas.gov



Preparing for a Healthy, Happy 2019

You won't achieve change by leaving it up to chance. Resolve to make specific, measurable changes; make a plan; track your progress; and find support.

Try these tips for making New Year's resolutions last:

- **SET SMART GOALS.** Make New Year's resolutions Specific, Measurable, Attainable, Relevant and Time-bound (see page 3).
- **TAKE SMALL STEPS.** Choose incremental changes that seem do-able for you. For example: someone who habitually drinks two sodas a day may find that cutting back to one soda for a few weeks, then switch to flavored seltzer, is easier than quitting "cold turkey."
- **INTRODUCE PHYSICAL ACTIVITY SLOWLY.** To avoid injury, start with short, less intense activity sessions and gradually increase intensity and duration.
- **PLAN.** Put time to be physically active on your calendar; shop ahead to have ingredients for healthy meals and snacks on hand; try cooking ahead and freezing so healthy choices are available when time and energy are short; and avoid buying those foods and beverages you have resolved to cut down on.
- **TRACK YOUR PROGRESS.** Use a notebook, fitness tracker, or smartphone app to monitor your dietary intake and/or physical activity progress.
- **TEAM UP.** Find a friend to help with accountability and commitment. Something as simple as sending each other daily "Did you exercise today?" texts can be effective.
- **MAKE IT FUN.** No one is going to stick with something they hate. Find an activity that gets you moving and brings you joy. Take a healthy-cooking class, cook with family or friends, or experiment with new foods to make eating enjoyable.
- **CHEER YOURSELF ON.** Celebrate each little achievement. Throwing your fists in the air, patting yourself on the back, or literally saying "good job" out loud may create an association between the new behavior and positive feelings.

Source: Tufts Health & Nutrition Letter, Dec 2018

The Most Common New Year's Resolutions

Which of the following are you planning to include among your New Year's resolutions?

- Eat healthier 37%
- Get more exercise 37%
- Save (more) money 37%
- Focus on self-care (e.g. get more sleep) 24%
- Read more 18%
- Make new friends 15%
- Learn a new skill 15%
- Get a (new) job 14%
- Take up a new hobby 13%
- I don't plan on making new year's resolutions 32%



Source: www.today.yougov.com

S.M.A.R.T Goals



S.M.A.R.T	Definition	Instead of...	Try...
S pecific	Make resolutions clear and detailed; Avoid generalizing Ask yourself: What do I want to achieve? Where? How? When? With whom?	I will exercise more	I will take a walk around the neighborhood with my spouse every night after dinner
		I will eat better	I will pack a healthy snack every night to take to work the next day
M easurable	Make sure your goal has quantifiable elements	I will start walking	I will walk for 30 minutes a day three days a week
		I will eat more fruits and vegetables	I will eat five servings of fruits and vegetables every day
A ttainable	Resolutions should be practical and achievable	To stop being sedentary, I will sign up to run a marathon in March	I will find a step-wise 5K training program
		I will never eat ice cream again	I will enjoy a serving of ice cream on Friday nights after dinner
R elevant	Make resolutions that are appropriate for your needs	I will become a vegan, even though I love meat and poultry	I will cut down my meat portions, increase my intake of whole plant foods, and plan a meatless meal every Monday
T ime Bound	Set realistic end points	I'm going to lose 10 pounds this year	I will lose an average of one pound a week so that I have lost 10 pounds before my birthday in March

Source: Tufts Health & Nutrition Letter, Dec 2018

Dehydration Impairs Cognitive Performance

Drink up! New research shows that cognitive abilities—attention, coordination, complex problem solving and reaction time—begin to decline with as little as 1% loss of body mass from dehydration, with more severe impairments showing up at 2%. Dehydration affects attention first and with more severity than other cognitive abilities.

Cognitive abilities affected in the study included maintaining focus in a long meeting, driving a car, doing monotonous tasks, as well as higher order functions like doing math and applying logic.

Researchers based their findings on a review and meta-analysis of 33 studies with a total of 413 participants. "There is already a lot of quantitative documentation that if you lose 2% in water, it affects physical abilities like muscle endurance or sports tasks and your ability to regulate body temperature," said lead researcher Mindy Millard-Stafford, PhD. "We wanted to see if that was similar for cognitive function."

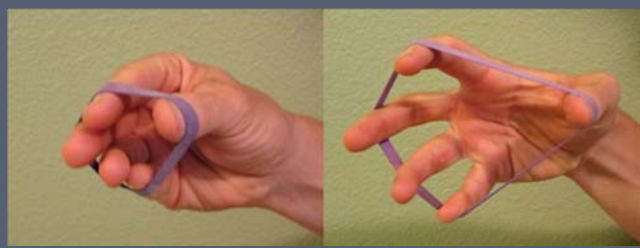
Source: Medicine & Science in Sports & Exercise, 2018

Exercise of the Month

Rubber Band Exercise

This exercise is to improve grip strength. Whether a movement involves lifting, carrying, throwing or swinging, the hands are the first point of contact with any object or weight that is held. Unfortunately, grip and forearm strength are often omitted from workout programs, and thus one of the first things to go when fatigued.

- Weave a rubber band around the fingers and practice opening and closing hands. Do as many reps as possible to fatigue. Rest 60 seconds and repeat two to three times.





CFD1 Wellness Program Contact Information:

16170 SE 130 Ave
Clackamas, OR 97015
Fax: 503-742-2886

Health & Wellness Manager
Heather Goodrich
Office: 503-742-2686
Cell: 971-806-1835
heather.goodrich@clackamasfire.com

Wellness Specialist
Alicia McVicker
Office: 503-742-2690
Cell: 971-275-3981
alicia.mcvicker@clackamasfire.com

Medical Assistant
Koryn Galego
Office: 503-742-2689
Cell: 971-284-3343
koryn.galego@clackamasfire.com

Athletic Trainers
Jennifer Adams
Cell: 503-706-4041
jennifer.adams@clackamasfire.com

Matt Alvarez
Office: 503-742-2687
Cell: 909-782-5524
matthew.alvarez@clackamasfire.com

Slow Cooker Lemon-Garlic Chicken

INGREDIENTS:

- 1 tsp dried oregano
- 1/4 tsp salt
- 1/4 tsp black pepper
- 2 lbs. skinless, boneless chicken breast halves
- 1 TB cooking oil
- 1/4 cup water
- 3 TB fresh lemon juice
- 2 tsp garlic, minced
- 1 tsp low-sodium chicken broth powder, or bouillon granules
- 1 tsp parsley, chopped fresh



PREPARATION:

1. In a small bowl, mix oregano, salt, and black pepper together, then sprinkle mixture evenly over the chicken pieces.
2. Add cooking oil to a large, nonstick skillet and start heating over medium heat. When hot, add chicken pieces and brown on both sides (about 3 minutes per side).
3. Place chicken pieces in slow cooker. Add water, lemon juice, garlic, and chicken broth powder to the skillet, and bring the mixture to a gentle boil. Pour the lemon juice over the chicken in the slow cooker and cover with lid.
4. Cook on HIGH for 3 hours or LOW for about 6 hours. Sprinkle the parsley on top of the chicken about 15-30 minutes before the end of the cooking time.

****Serve with steamed vegetables and brown rice for a complete meal.**

****If you have lemon pepper seasoning, you can use 1/2 tsp of that instead of the black pepper. Just subtract 1 tablespoon of the lemon juice and increase the water by a tablespoon.**

Nutrition Facts:

Servings: 6
Calories: 213
Total Fat : 6.7g (1.5g sat)
Protein: 36g
Carbohydrate: 1g
Fiber: 0g
Sodium: 191mg

Source: www.webmd.com

DID YOU KNOW?

Household kitchen towels can expose people to dangerous pathogens, including E.coli and Staphylococcus. Kitchen towels should be changed and laundered frequently, and ideally be designated for one purpose (i.e. one for wiping surfaces, another for drying pots). Also make sure the kitchen towel dries thoroughly between uses, since moist towels are a breeding ground for bacteria.

Emergency Services

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Finance Director Christina Day

Re: Finance Division Report – January 2019

Below are a few highlights of the activities in Financial Services for the months of January-February 2019.

- Budget
 - The budget entry process for the 2019-20 Fiscal Year began in January. In addition to previous webinar and in-person training, Finance Director Day provided training through a SOPS meeting in early January to all attending staff. Departmental entry was closed on February 8th, and the executive Chiefs are currently reviewing and revising the budget requests based on available funding.
 - Finance Director Day has been working to estimate final FY2019 spending and update the Long-Range Financial Forecast to aid in the budget development process.
 - Finance Director Day has been training Accounting Specialist Holst in the budget process for further support in this important process.
- Payroll
 - Payroll Manager Burns and Finance Director Day attended multiple pre and post meetings/trainings related to Payroll go-live. Payroll is functioning very well and staff continues to refine processes.
- Banking and Investments
 - Senior Accountant Le met with KeyBank representatives to review our cash management practices and bank account usage. Several adjustments will be made to the account access, management and processes that will result in saved money.
- Accounts Payable
 - During the month of January, our Accounts Payable Technician resigned and an Administrative Technician was transferred in from another department to fill the role.
 - Staff has spent a significant amount of time reviewing and improving processes, learning undocumented processes in Munis, and training the new staff person. In spite of the additional challenges, Accounts Payable staff processed 367 invoices and 304 disbursement checks.

- In addition to normal A/P processing, Finance Director Day also learned the 1099 issuance process in Munis, reviewed hundreds of invoices and issued 1099s on time, filing the report with the IRS as well.
- Insurance
 - Finance Director Day worked with the Fire District's WHA insurance agent to obtain surety bonds for the new facilities/stations to meet city/county requirements for occupancy.
- Accounts Receivable
 - Finance staff attended a Health Trust meeting to provide information on the retiree billing/payment process as it relates to the TIPO. Further, Accounting Specialist Holst provided training to HR staff on retiree insurance billing and processing, and transitioned the task to them during this month.
- Capital Improvement Plan
 - Division Directors and staff continue working to update the CIP based on fixed asset schedule needs and future-adjusted replacement costs.

Looking ahead:

- FY2019-20 Budget
 - The executive Chiefs and Finance staff will continue reviewing and refining budget requests based on updated information in preparation for the Budget Committee meeting on May 9th, 2019. Advertisements for recruitment of a new Budget Committee member are also underway.
- Calendar Year-end
 - Finance staff will be preparing tax returns and documentation for the Foundation and Volunteer Association.
- Vacation Planning
 - Several staff have planned vacations in March and staff will be preparing to cover those tasks as needed.

Respectfully submitted,

Finance Director Christina Day

FINANCIAL REPORT – Period ending June 30, 2019 (FY2018-19)

General Fund 10

As of January 31, 2019, Fiscal Year 2018-19 is 58.0% complete.

Following is a summary of financial activity through January 31, 2019:

Revenues: The General Fund has received \$49,925,304 in property tax revenues from both current and prior year's taxes. These funds were transferred to the Local Government Investment Pool by the Treasurer's Office. Ambulance Transport is tracking as budgeted, generating revenues at 61.1% of budget before the costs of collection are netted out. A total of \$928,544 has been billed for conflagration reimbursements, and is included in total revenues as well. Additional revenues from contracts, interest, and other sources total another \$1,281,859.

Expenditures: The General Fund has actual expenditures (excluding encumbrances) in the following categories through January 31, 2019:

Category:	% of Budget Used
Salaries & Benefits	59.1% of Adjusted Budget
Materials & Services	53.8% of Adjusted Budget
Capital Outlay	33.6% of Adjusted Budget

Please keep in mind that the spending rate at this early point in the fiscal year may be skewed due to once per year payments made at the beginning of the fiscal year. Additionally, these percentages are based on YTD Actual spending only, excluding further encumbrances.

Equipment Reserve Fund 20

Total expenditures in this fund equal \$416,998. There are no expenditures in this fund in the month of January. This fund has received \$7,032 in interest and surplus sales revenues to date.

Capital Projects Fund 30

Total expenditures in this fund equal \$1,350,600, or 12.5% of the adjusted budget, through January 2019. Expenditures to date include mortgage loan payments for the Fleet/Logs site and architectural services, and \$30,300 in debt issuance costs for the direct bank loan. This fund has received \$8,118 in interest revenues to date, and \$7 million in direct loan proceeds.

Enterprise Fund 40

Total expenditures in this fund equal \$3,839 through January 2019. This fund has received \$4,379 in grant revenues, primarily for the Winter Warming Drive, during the month of December as well.

Debt Service Fund 50

This fund has received \$1,969,400 in property tax revenues this year, along with \$6,232 in interest earnings. Expenditures in this fund include a debt service interest payment totaling \$524,500.

Bond Construction Fund 60

Bond project-related construction costs total \$4,695,295 thus far in FY 2019, with expenditures currently at 76.7% of the adjusted budget (excluding funds encumbered).

PERS Reserve Fund 70

There have been no expenditures in this fund yet this fiscal year. The fund has received \$4,044 in interest revenues.

Investment Activity

Short-term Investment Portfolio

The table below indicates the balances of cash accounts as of January 31, 2019.

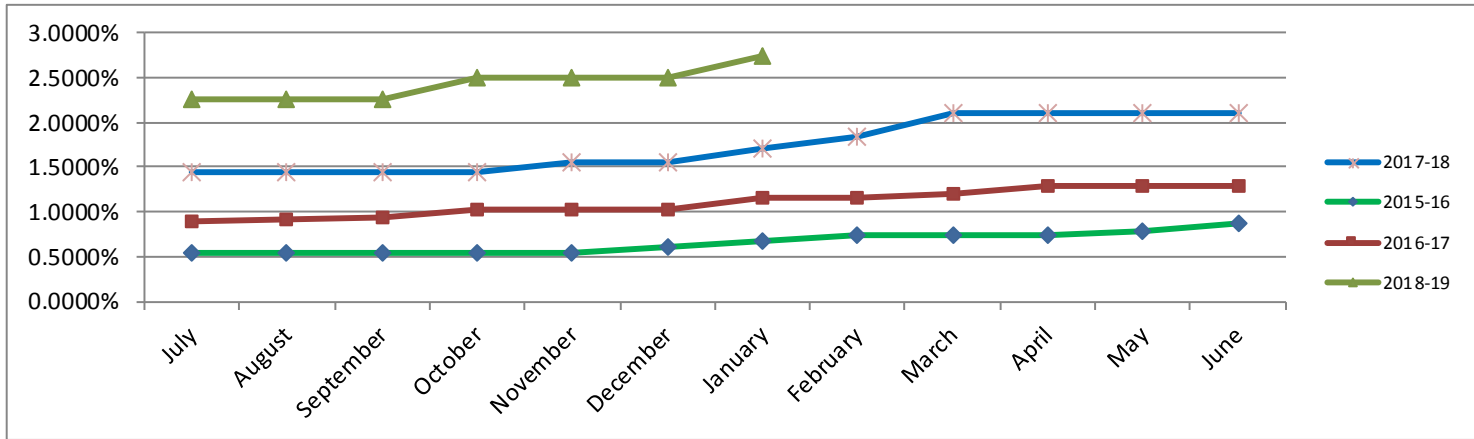
Short-term Investments as of January 31, 2019	
Local Government Investment Pool	\$48,063,462.33
Key Bank Checking	\$1,396,061.26
Third Party Trust	\$3,000
TOTAL:	\$ 49,462,523.59

The Oregon LGIP interest rate rose to 2.75% through January 31, 2019.

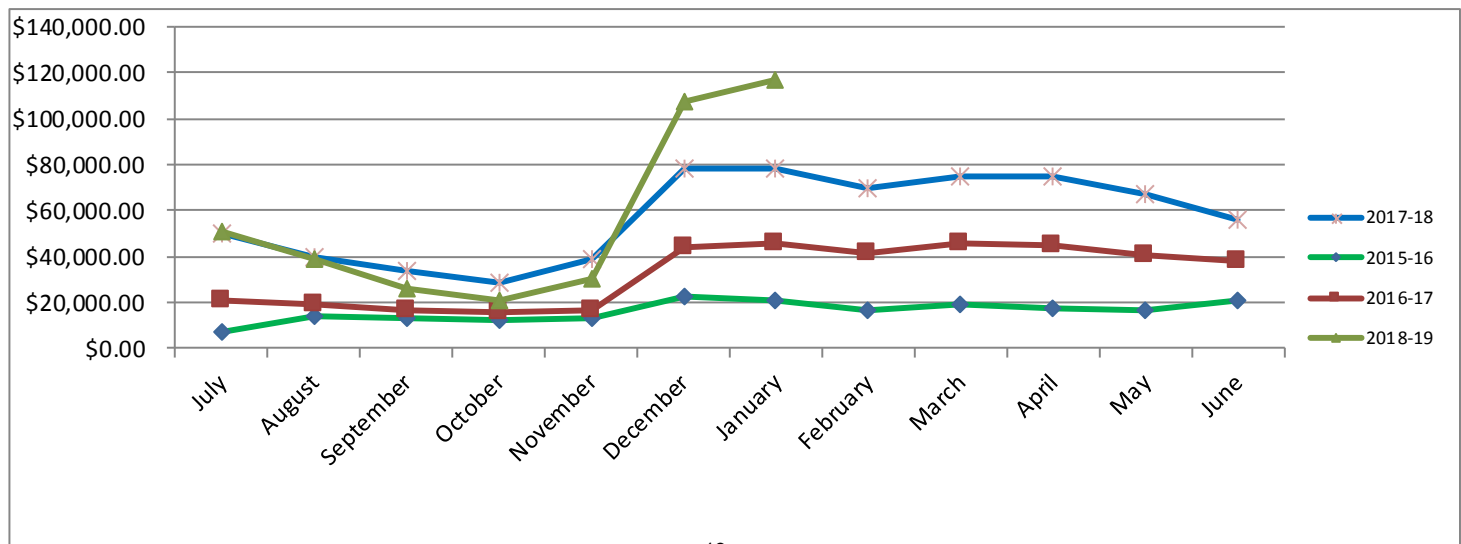
Clackamas County Fire District No. 1			
LGIP Monthly Interest Rate Averages			Monthly Earnings LGIP
December	2017	1.5500%	\$78,462.74
January	2018	1.7000%	\$78,113.21
February	2018	1.8500%	\$69,698.29
March	2018	2.100%	\$75,133.15
April	2018	2.100%	\$74,526.76
May	2018	2.100%	\$67,009.25
June	2018	2.100%	\$56,089.82
July	2018	2.250%	\$51,012.96
August	2018	2.250%	\$38,644.25
September	2018	2.250%	\$26,261.52
October	2018	2.500%	\$20,752.06
November	2018	2.500%	\$30,260.04
December	2018	2.500%	\$107,167.48
January	2019	2.750%	\$107,167.48

Clackamas Fire District #1
 LGIP Interest Rates and Revenue

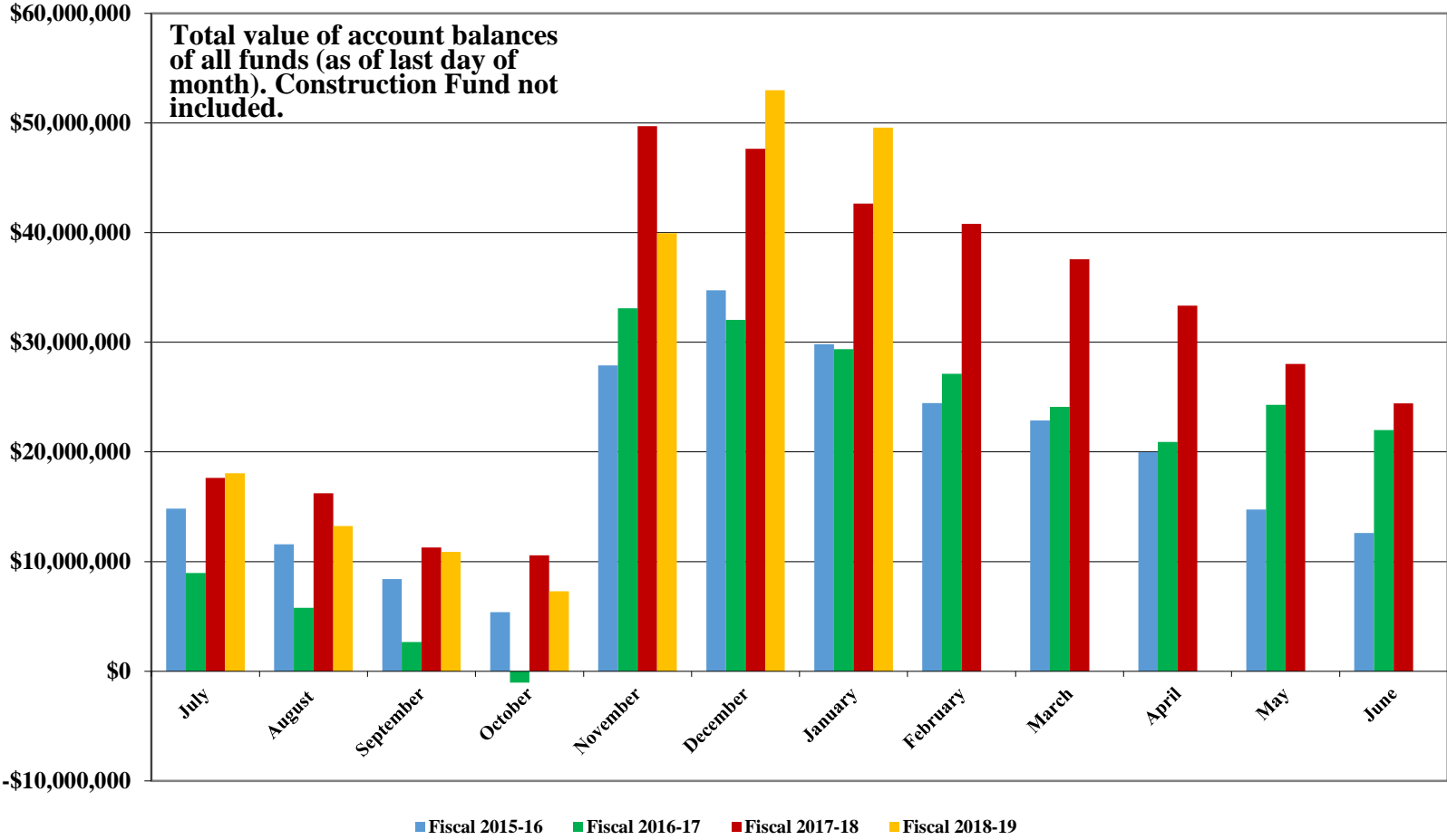
Interest Rates - Fiscal 2015-16 to Present



Interest Revenue - Fiscal 2015-16 to Present



Clackamas County Fire District #1 Account Balances by Month





02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 1
glyttdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>						
00 Beg Fund Bal						
<hr/>						
9995 Beg Fund Bal						
-17,719,684.00	0.00	-17,719,684.00	0.00	0.00	-17,719,684.00	.0%
TOTAL Beg Fund Bal						
-17,719,684.00	0.00	-17,719,684.00	0.00	0.00	-17,719,684.00	.0%
<hr/>						
01 Tax Revenues						
<hr/>						
4450 Current Year Prop Taxes						
-51,767,496.00	0.00	-51,767,496.00	-48,391,271.97	0.00	-3,376,224.03	93.5%
4455 Prior Year Prop Taxes						
-1,135,213.00	0.00	-1,135,213.00	-1,534,032.13	0.00	398,819.13	135.1%
4460 Other Taxes						
-8,000.00	0.00	-8,000.00	0.00	0.00	-8,000.00	.0%
TOTAL Tax Revenues						
-52,910,709.00	0.00	-52,910,709.00	-49,925,304.10	0.00	-2,985,404.90	94.4%
<hr/>						
03 Interest						
<hr/>						
4490 Investment Interest						
-275,000.00	0.00	-275,000.00	-263,184.27	0.00	-11,815.73	95.7%
TOTAL Interest						
-275,000.00	0.00	-275,000.00	-263,184.27	0.00	-11,815.73	95.7%
<hr/>						
04 Other Revenues						
<hr/>						
4500 Contract Revenue						
-312,638.00	0.00	-312,638.00	-195,626.95	0.00	-117,011.05	62.6%
4510 ASA Revenue						
-130,944.00	0.00	-130,944.00	-65,472.00	0.00	-65,472.00	50.0%
4512 Medical Supply Reimb						
-70,000.00	0.00	-70,000.00	-46,500.25	0.00	-23,499.75	66.4%



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 2
glytdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
4538 Service Cost Recovery -80,000.00	0.00	-80,000.00	-9,810.87	0.00	-70,189.13	12.3%
4539 Conflagration Reimbursement -305,000.00	0.00	-305,000.00	-928,544.15	0.00	623,544.15	304.4%
4541 Gain/Loss on Inventory Sales 0.00	0.00	0.00	-99,619.30	0.00	99,619.30	100.0%
4542 Sale of Goods/Services/Eqpt 0.00	0.00	0.00	240.22	0.00	-240.22	100.0%
4543 Gain/Loss on Fixed Assets 0.00	0.00	0.00	-5,000.00	0.00	5,000.00	100.0%
4545 Other Post-Employ Bene Revenue -426,420.00	0.00	-426,420.00	-268,657.05	0.00	-157,762.95	63.0%
4560 Grant Revenue -476,104.00	0.00	-476,104.00	-32,080.00	0.00	-444,024.00	6.7%
4570 Transportation Response Revenue -525,000.00	0.00	-525,000.00	-320,982.78	0.00	-204,017.22	61.1%
4571 Other Revenues -317,590.00	0.00	-317,590.00	-238,350.28	0.00	-79,239.72	75.0%
TOTAL Other Revenues -2,643,696.00	0.00	-2,643,696.00	-2,210,403.41	0.00	-433,292.59	83.6%
<u>05 Transfers In</u>						
4610 Transfers from other Funds -370,000.00	0.00	-370,000.00	0.00	0.00	-370,000.00	.0%
TOTAL Transfers In -370,000.00	0.00	-370,000.00	0.00	0.00	-370,000.00	.0%
<u>50 Salaries</u>						
5501 Fire Chief 189,344.00	0.00	189,344.00	110,453.49	0.00	78,890.51	58.3%
5503 Deputy Chief 347,420.00	0.00	347,420.00	202,679.98	0.00	144,740.02	58.3%
5504 Division Chief 631,676.00	0.00	631,676.00	208,512.65	0.00	423,163.35	33.0%
5505 Battalion Chief 1,675,486.00	0.00	1,675,486.00	1,132,604.91	0.00	542,881.09	67.6%



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 3
glytdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
5506 Exempt Staff Group 1,754,250.00	0.00	1,754,250.00	985,394.32	0.00	768,855.68	56.2%
5507 Fire Inspectors 422,374.00	0.00	422,374.00	255,342.01	0.00	167,031.99	60.5%
5508 Deputy Fire Marshal Captain 543,049.00	0.00	543,049.00	305,853.25	0.00	237,195.75	56.3%
5509 Deputy Fire Marshall Lieutenan 0.00	0.00	0.00	17,670.01	0.00	-17,670.01	100.0%
5510 Captain 2,471,025.00	0.00	2,471,025.00	1,419,433.55	0.00	1,051,591.45	57.4%
5512 Lieutenant 3,606,584.00	0.00	3,606,584.00	2,122,946.35	0.00	1,483,637.65	58.9%
5515 Apparatus Operator 5,122,520.00	0.00	5,122,520.00	3,009,969.62	0.00	2,112,550.38	58.8%
5520 Fire Fighter 7,091,676.00	0.00	7,091,676.00	4,146,444.05	0.00	2,945,231.95	58.5%
5525 Paramedic 226,348.00	0.00	226,348.00	139,762.87	0.00	86,585.13	61.7%
5530 Non-exempt Staff Group 1,777,905.00	0.00	1,777,905.00	1,066,687.35	0.00	711,217.65	60.0%
5535 Other Employee 73,982.00	0.00	73,982.00	43,268.20	0.00	30,713.80	58.5%
5540 Temporary Labor 72,960.00	0.00	72,960.00	45,878.87	0.00	27,081.13	62.9%
5545 Premium Pay 391,158.00	0.00	391,158.00	242,177.53	15,000.00	133,980.47	65.7%
5555 School Replacement 30,000.00	0.00	30,000.00	11,760.30	0.00	18,239.70	39.2%
5560 Operational Replacement 3,700,000.00	0.00	3,700,000.00	3,668,858.43	0.00	31,141.57	99.2%
5562 Vacation Buyback 65,000.00	0.00	65,000.00	73,765.28	0.00	-8,765.28	113.5%
5563 Retirement/Separation Vacation 350,000.00	0.00	350,000.00	386,984.59	0.00	-36,984.59	110.6%
5600 Overtime 459,000.00	0.00	459,000.00	284,441.73	0.00	174,558.27	62.0%
TOTAL Salaries 31,001,757.00	0.00	31,001,757.00	19,880,889.34	15,000.00	11,105,867.66	64.2%

60 Benefits



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 4
glyttdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
6620 SS/Medicare	2,372,460.00	0.00	2,372,460.00	1,353,116.07	0.00	1,019,343.93	57.0%
6640 Tri-Met Taxes	186,075.00	0.00	186,075.00	116,897.90	0.00	69,177.10	62.8%
6656 PERS Employer	5,658,996.00	0.00	5,658,996.00	4,025,416.43	0.00	1,633,579.57	71.1%
6667 PERS Bond Payment	1,798,545.00	0.00	1,798,545.00	0.00	0.00	1,798,545.00	.0%
6670 Deferred Compensation	583,382.00	0.00	583,382.00	295,716.02	0.00	287,665.98	50.7%
6675 Unemployment	5,000.00	0.00	5,000.00	4,512.72	0.00	487.28	90.3%
6680 Life Insurance	45,000.00	0.00	45,000.00	22,510.75	0.00	22,489.25	50.0%
6690 Café Plan Benefits	3,973,908.00	0.00	3,973,908.00	2,121,176.66	0.00	1,852,731.34	53.4%
6691 PEHP	336,000.00	0.00	336,000.00	168,000.00	0.00	168,000.00	50.0%
6692 Other Post-Employ Benefits	675,000.00	0.00	675,000.00	375,466.55	0.00	299,533.45	55.6%
6693 Health Trust	296,337.00	0.00	296,337.00	241,280.00	0.00	55,057.00	81.4%
6700 Floater Allowance	0.00	0.00	0.00	45.00	0.00	-45.00	100.0%
6701 Vehicle Allowance	11,216.00	0.00	11,216.00	6,428.52	0.00	4,787.48	57.3%
6702 Tool Allowance	6,000.00	0.00	6,000.00	3,500.00	0.00	2,500.00	58.3%
6703 Cell/Tech Allowance	3,400.00	0.00	3,400.00	3,700.00	0.00	-300.00	108.8%
6705 Workers Compensation	730,565.00	0.00	730,565.00	763,366.40	19,990.31	-52,791.71	107.2%
TOTAL Benefits	16,681,884.00	0.00	16,681,884.00	9,501,133.02	19,990.31	7,160,760.67	57.1%
<hr/>							
70 Materials and Servic							
7010 Election Costs	30,000.00	0.00	30,000.00	0.00	0.00	30,000.00	.0%
7015 Meeting Expense	27,203.00	0.00	27,203.00	12,664.92	95.00	14,443.08	46.9%



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 5
glyttdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
7030 Civil Service Exam Expense 10,500.00	0.00	10,500.00	8,230.55	0.00	2,269.45	78.4%
7035 Bank Charges 15,000.00	0.00	15,000.00	7,999.90	0.00	7,000.10	53.3%
7040 Dues & Publications 43,843.00	0.00	43,843.00	20,916.03	1,394.54	21,532.43	50.9%
7045 Awards & Recognitions 37,515.00	0.00	37,515.00	14,909.23	564.60	22,041.17	41.2%
7055 Operating Supply 224,297.00	0.00	224,297.00	103,387.72	14,193.64	106,715.64	52.4%
7065 Fire Fighting Supply 80,199.00	0.00	80,199.00	40,838.71	238.16	39,122.13	51.2%
7070 Rescue Supply 41,315.00	0.00	41,315.00	22,686.18	5,541.79	13,087.03	68.3%
7075 EMS Supply 240,000.00	0.00	240,000.00	136,195.89	14,330.62	89,473.49	62.7%
7078 Department Consumables 18,000.00	0.00	18,000.00	12,694.38	700.25	4,605.37	74.4%
7080 Fuel 226,597.86	0.00	226,597.86	151,890.75	67,855.71	6,851.40	97.0%
7085 Uniform & Protective Eqpt 519,519.18	0.00	519,519.18	156,663.03	26,323.05	336,533.10	35.2%
7090 Office Supplies 29,965.00	0.00	29,965.00	11,132.57	-353.55	19,185.98	36.0%
7095 Software & Supplies 424,614.92	0.00	424,614.92	333,459.32	36,193.46	54,962.14	87.1%
7105 Household Goods 76,246.00	0.00	76,246.00	41,166.54	692.57	34,386.89	54.9%
7110 Professional Services 482,726.44	0.00	482,726.44	254,307.68	180,585.30	47,833.46	90.1%
7115 Dispatch Services 1,337,739.00	0.00	1,337,739.00	844,557.50	668,869.50	-175,688.00	113.1%
7116 Utilities - Natural Gas 0.00	0.00	0.00	9,857.10	0.00	-9,857.10	100.0%
7117 Utilities - Electric 0.00	0.00	0.00	84,920.82	0.00	-84,920.82	100.0%
7118 Utilities - Garbage 0.00	0.00	0.00	9,439.43	0.00	-9,439.43	100.0%
7119 Utilities - Water 0.00	0.00	0.00	48,386.86	0.00	-48,386.86	100.0%
7120 Utilities - Other 414,385.00	92,364.00	506,749.00	70,803.59	80,213.97	355,731.44	29.8%
7122 Utilities - Telephone 341,000.00	0.00	341,000.00	231,520.25	27,301.35	82,178.40	75.9%



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 6
glytdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
7130 Insurance - Property/Casualty	248,877.49	0.00	248,877.49	207,251.67	21,018.33	20,607.49	91.7%
7135 Medical Exams	253,325.00	0.00	253,325.00	109,671.90	158,305.92	-14,652.82	105.8%
7140 Schools/Conferences Registrati	146,050.00	0.00	146,050.00	36,919.71	9,000.00	100,130.29	31.4%
7141 Tuition Reimbursement	40,000.00	0.00	40,000.00	30,383.38	0.00	9,616.62	76.0%
7142 Travel Expense	35,140.00	0.00	35,140.00	23,028.99	0.00	12,111.01	65.5%
7145 Mileage Reimbursement	6,600.00	0.00	6,600.00	23,923.88	0.00	-17,323.88	362.5%
7150 Volunteer Fire Fighter Exp	43,000.00	0.00	43,000.00	21,030.74	0.00	21,969.26	48.9%
7155 Vehicle Maintenance	422,323.00	0.00	422,323.00	222,657.05	12,965.15	186,700.80	55.8%
7160 Equipment Maintenance	140,319.00	0.00	140,319.00	52,586.55	7,722.49	80,009.96	43.0%
7165 Radio Maintenance	40,500.00	0.00	40,500.00	16,780.66	4,285.63	19,433.71	52.0%
7170 Facility Maintenance	356,578.00	-92,364.00	264,214.00	152,429.82	26,020.54	85,763.64	67.5%
7175 Office Equipment Maintenance	25,340.00	38,000.00	63,340.00	18,536.13	15,420.01	29,383.86	53.6%
7180 Computer & AV Maintenance	34,780.00	0.00	34,780.00	14,757.15	0.00	20,022.85	42.4%
7185 SCBA Maintenance	0.00	0.00	0.00	1,146.10	989.90	-2,136.00	100.0%
7187 Fire Extinguisher Expense	4,000.00	0.00	4,000.00	0.00	0.00	4,000.00	.0%
7190 Training Expense	53,257.00	0.00	53,257.00	20,129.97	39,985.46	-6,858.43	112.9%
7195 Public Education	65,000.00	0.00	65,000.00	15,339.35	20,830.41	28,830.24	55.6%
7205 Postage & Freight	31,421.00	0.00	31,421.00	16,957.61	4,999.31	9,464.08	69.9%
7210 Small Tool, Eqpts & Furnishing	40,700.00	0.00	40,700.00	30,880.88	11,602.13	-1,783.01	104.4%
7215 Other Expense	32,000.90	0.00	32,000.90	2,682.07	-3,513.69	32,832.52	-2.6%
TOTAL Materials and Servic	6,639,876.79	38,000.00	6,677,876.79	3,645,722.56	1,454,371.55	1,577,782.68	76.4%

80 Capital Outlay



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 7
glytdbud

FOR 2019 07

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
8825 Fire Fighting Equipment 88,900.00	0.00	88,900.00	12,455.86	46,022.50	30,421.64	65.8%
8835 EMS & Rescue Equipment 30,000.00	0.00	30,000.00	120.00	0.00	29,880.00	.4%
8845 Communications Equipment 7,000.00	0.00	7,000.00	39,150.00	0.00	-32,150.00	559.3%
8860 Facility Improvement 153,460.00	0.00	153,460.00	9,037.24	50,458.75	93,964.01	38.8%
8870 Furniture, Appliances & Tools 315,188.00	0.00	315,188.00	158,015.82	95,369.95	61,802.23	80.4%
8885 Office Equipment 40,000.00	-38,000.00	2,000.00	305.96	0.00	1,694.04	15.3%
8890 Computer & AV Equipment 277,160.00	0.00	277,160.00	84,469.83	39,934.93	152,755.24	44.9%
TOTAL Capital Outlay 911,708.00	-38,000.00	873,708.00	303,554.71	231,786.13	338,367.16	61.3%
<hr/>						
90 Transfers Out						
9920 Transfer to Equip Reserve Fund 250,000.00	0.00	250,000.00	0.00	0.00	250,000.00	.0%
9930 Transfer to Cap Proj Fund 500,000.00	0.00	500,000.00	0.00	0.00	500,000.00	.0%
TOTAL Transfers Out 750,000.00	0.00	750,000.00	0.00	0.00	750,000.00	.0%
<hr/>						
99 End Fund Balance						
9910 Contingency 2,226,451.00	0.00	2,226,451.00	0.00	0.00	2,226,451.00	.0%
9915 Restricted Contingency 1,000,000.00	0.00	1,000,000.00	0.00	0.00	1,000,000.00	.0%
9999 Unappropriated Ending Fund Bal 14,752,421.00	0.00	14,752,421.00	0.00	0.00	14,752,421.00	.0%
TOTAL End Fund Balance 17,978,872.00	0.00	17,978,872.00	0.00	0.00	17,978,872.00	.0%
TOTAL General Fund 45,008.79	0.00	45,008.79	-19,067,592.15	1,721,147.99	17,391,452.95	-38540.1%
TOTAL REVENUES -73,919,089.00	0.00	-73,919,089.00	-52,398,891.78	0.00	-21,520,197.22	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 8
glytdbud

FOR 2019 07

ACCOUNTS FOR: 20 Equipment Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
TOTAL EXPENSES	73,964,097.79	0.00	73,964,097.79	33,331,299.63	1,721,147.99	38,911,650.17	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 9
glytbdud

FOR 2019 07

ACCOUNTS FOR: 20 Equipment Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>							
00 Beg Fund Bal							
<hr/>							
9995 Beg Fund Bal	-486,641.00	0.00	-486,641.00	0.00	0.00	-486,641.00	.0%
TOTAL Beg Fund Bal	-486,641.00	0.00	-486,641.00	0.00	0.00	-486,641.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-5,000.00	0.00	-5,000.00	-1,321.66	0.00	-3,678.34	26.4%
TOTAL Interest	-5,000.00	0.00	-5,000.00	-1,321.66	0.00	-3,678.34	26.4%
<hr/>							
04 Other Revenues							
<hr/>							
4540 Sale of Surplus	-20,000.00	0.00	-20,000.00	-5,711.60	0.00	-14,288.40	28.6%
TOTAL Other Revenues	-20,000.00	0.00	-20,000.00	-5,711.60	0.00	-14,288.40	28.6%
<hr/>							
05 Transfers In							
<hr/>							
4610 Transfers from other Funds	-250,000.00	0.00	-250,000.00	0.00	0.00	-250,000.00	.0%
TOTAL Transfers In	-250,000.00	0.00	-250,000.00	0.00	0.00	-250,000.00	.0%
<hr/>							
80 Capital Outlay							
<hr/>							



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 10
glytdbud

FOR 2019 07

ACCOUNTS FOR: 20 Equipment Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
8805 Fire Apparatus	370,000.00	0.00	370,000.00	370,000.00	0.00	0.00	100.0%
8835 EMS & Rescue Equipment	100,000.00	0.00	100,000.00	0.00	0.00	100,000.00	.0%
8850 Staff Vehicles	100,500.00	0.00	100,500.00	46,998.19	50,881.09	2,620.72	97.4%
TOTAL Capital Outlay	570,500.00	0.00	570,500.00	416,998.19	50,881.09	102,620.72	82.0%
<hr/>							
99 End Fund Balance							
9910 Contingency	25,000.00	0.00	25,000.00	0.00	0.00	25,000.00	.0%
9999 Unappropriated Ending Fund Bal	166,141.00	0.00	166,141.00	0.00	0.00	166,141.00	.0%
TOTAL End Fund Balance	191,141.00	0.00	191,141.00	0.00	0.00	191,141.00	.0%
TOTAL Equipment Reserve Fund	0.00	0.00	0.00	409,964.93	50,881.09	-460,846.02	100.0%
TOTAL REVENUES	-761,641.00	0.00	-761,641.00	-7,033.26	0.00	-754,607.74	
TOTAL EXPENSES	761,641.00	0.00	761,641.00	416,998.19	50,881.09	293,761.72	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 11
glytbdud

FOR 2019 07

ACCOUNTS FOR: 30 Capital Projects Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>							
00 Beg Fund Bal							
<hr/>							
9995 Beg Fund Bal	-3,514,800.00	0.00	-3,514,800.00	0.00	0.00	-3,514,800.00	.0%
TOTAL Beg Fund Bal	-3,514,800.00	0.00	-3,514,800.00	0.00	0.00	-3,514,800.00	.0%
<hr/>							
02 Bond Proceeds							
<hr/>							
4472 Bond and Loan Proceeds	0.00	0.00	0.00	-7,000,000.00	0.00	7,000,000.00	100.0%
TOTAL Bond Proceeds	0.00	0.00	0.00	-7,000,000.00	0.00	7,000,000.00	100.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-14,000.00	0.00	-14,000.00	-8,118.58	0.00	-5,881.42	58.0%
TOTAL Interest	-14,000.00	0.00	-14,000.00	-8,118.58	0.00	-5,881.42	58.0%
<hr/>							
05 Transfers In							
<hr/>							
4610 Transfers from other Funds	-500,000.00	0.00	-500,000.00	0.00	0.00	-500,000.00	.0%
TOTAL Transfers In	-500,000.00	0.00	-500,000.00	0.00	0.00	-500,000.00	.0%
<hr/>							
70 Materials and Servic							



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 12
glytdbud

FOR 2019 07

ACCOUNTS FOR: 30 Capital Projects Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
7026 Debt Issuance Expense	0.00	0.00	0.00	30,300.00	0.00	-30,300.00	100.0%
TOTAL Materials and Servic	0.00	0.00	0.00	30,300.00	0.00	-30,300.00	100.0%
<hr/>							
80 Capital Outlay							
8860 Facility Improvement	3,921,516.00	0.00	3,921,516.00	1,320,300.72	4,178,858.71	-1,577,643.43	140.2%
TOTAL Capital Outlay	3,921,516.00	0.00	3,921,516.00	1,320,300.72	4,178,858.71	-1,577,643.43	140.2%
<hr/>							
99 End Fund Balance							
9999 Unappropriated Ending Fund Bal	107,284.00	0.00	107,284.00	0.00	0.00	107,284.00	.0%
TOTAL End Fund Balance	107,284.00	0.00	107,284.00	0.00	0.00	107,284.00	.0%
TOTAL Capital Projects Fund	0.00	0.00	0.00	-5,657,517.86	4,178,858.71	1,478,659.15	100.0%
TOTAL REVENUES	-4,028,800.00	0.00	-4,028,800.00	-7,008,118.58	0.00	2,979,318.58	
TOTAL EXPENSES	4,028,800.00	0.00	4,028,800.00	1,350,600.72	4,178,858.71	-1,500,659.43	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 13
glytbdud

FOR 2019 07

ACCOUNTS FOR: 40 Enterprise Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>							
00 Beg Fund Bal							
<hr/>							
9995 Beg Fund Bal	-17,986.00	0.00	-17,986.00	0.00	0.00	-17,986.00	.0%
TOTAL Beg Fund Bal	-17,986.00	0.00	-17,986.00	0.00	0.00	-17,986.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-200.00	0.00	-200.00	-77.05	0.00	-122.95	38.5%
TOTAL Interest	-200.00	0.00	-200.00	-77.05	0.00	-122.95	38.5%
<hr/>							
04 Other Revenues							
<hr/>							
4502 Training Class Revenue	0.00	0.00	0.00	-80.00	0.00	80.00	100.0%
4560 Grant Revenue	0.00	0.00	0.00	-4,379.86	0.00	4,379.86	100.0%
4571 Other Revenues	-5,000.00	0.00	-5,000.00	0.00	0.00	-5,000.00	.0%
TOTAL Other Revenues	-5,000.00	0.00	-5,000.00	-4,459.86	0.00	-540.14	89.2%
<hr/>							
70 Materials and Servic							
<hr/>							
7055 Operating Supply	0.00	0.00	0.00	3,839.14	0.00	-3,839.14	100.0%
TOTAL Materials and Servic	0.00	0.00	0.00	3,839.14	0.00	-3,839.14	100.0%
<hr/>							
80 Capital Outlay							
<hr/>							



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 14
glytdbud

FOR 2019 07

ACCOUNTS FOR: 40 Enterprise Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
8860 Facility Improvement	12,000.00	0.00	12,000.00	0.00	0.00	12,000.00	.0%
TOTAL Capital Outlay	12,000.00	0.00	12,000.00	0.00	0.00	12,000.00	.0%
<hr/>							
90 Transfers Out							
9980 Transfer to General Fund	5,000.00	0.00	5,000.00	0.00	0.00	5,000.00	.0%
TOTAL Transfers Out	5,000.00	0.00	5,000.00	0.00	0.00	5,000.00	.0%
<hr/>							
99 End Fund Balance							
9999 Unappropriated Ending Fund Bal	6,186.00	0.00	6,186.00	0.00	0.00	6,186.00	.0%
TOTAL End Fund Balance	6,186.00	0.00	6,186.00	0.00	0.00	6,186.00	.0%
TOTAL Enterprise Fund	0.00	0.00	0.00	-697.77	0.00	697.77	100.0%
TOTAL REVENUES	-23,186.00	0.00	-23,186.00	-4,536.91	0.00	-18,649.09	
TOTAL EXPENSES	23,186.00	0.00	23,186.00	3,839.14	0.00	19,346.86	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 15
glytbdud

FOR 2019 07

ACCOUNTS FOR: 50 Debt Service Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<u>00 Beg Fund Bal</u>							
9995 Beg Fund Bal	-216,872.00	0.00	-216,872.00	0.00	0.00	-216,872.00	.0%
TOTAL Beg Fund Bal	-216,872.00	0.00	-216,872.00	0.00	0.00	-216,872.00	.0%
<u>01 Tax Revenues</u>							
4450 Current Year Prop Taxes	-1,967,928.00	0.00	-1,967,928.00	-1,908,804.85	0.00	-59,123.15	97.0%
4455 Prior Year Prop Taxes	-30,000.00	0.00	-30,000.00	-60,595.87	0.00	30,595.87	202.0%
TOTAL Tax Revenues	-1,997,928.00	0.00	-1,997,928.00	-1,969,400.72	0.00	-28,527.28	98.6%
<u>03 Interest</u>							
4490 Investment Interest	-2,500.00	0.00	-2,500.00	-6,232.17	0.00	3,732.17	249.3%
TOTAL Interest	-2,500.00	0.00	-2,500.00	-6,232.17	0.00	3,732.17	249.3%
<u>70 Materials and Servic</u>							
7020 Debt Interest Expense	1,049,000.00	0.00	1,049,000.00	524,499.98	0.00	524,500.02	50.0%
7025 Debt Principal Expense	920,000.00	0.00	920,000.00	0.00	0.00	920,000.00	.0%
TOTAL Materials and Servic	1,969,000.00	0.00	1,969,000.00	524,499.98	0.00	1,444,500.02	26.6%
<u>99 End Fund Balance</u>							



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 16
glytdbud

FOR 2019 07

ACCOUNTS FOR: 50 Debt Service Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
9999 Unappropriated Ending Fund Bal	248,300.00	0.00	248,300.00	0.00	0.00	248,300.00	.0%
TOTAL End Fund Balance	248,300.00	0.00	248,300.00	0.00	0.00	248,300.00	.0%
TOTAL Debt Service Fund	0.00	0.00	0.00	-1,451,132.91	0.00	1,451,132.91	100.0%
TOTAL REVENUES	-2,217,300.00	0.00	-2,217,300.00	-1,975,632.89	0.00	-241,667.11	
TOTAL EXPENSES	2,217,300.00	0.00	2,217,300.00	524,499.98	0.00	1,692,800.02	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 17
glytbdud

FOR 2019 07

ACCOUNTS FOR: 60 Bond Construction Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>							
00 Beg Fund Bal							
<hr/>							
9995 Beg Fund Bal	-3,552,548.00	0.00	-3,552,548.00	0.00	0.00	-3,552,548.00	.0%
TOTAL Beg Fund Bal	-3,552,548.00	0.00	-3,552,548.00	0.00	0.00	-3,552,548.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-100,000.00	0.00	-100,000.00	-108,222.67	0.00	8,222.67	108.2%
TOTAL Interest	-100,000.00	0.00	-100,000.00	-108,222.67	0.00	8,222.67	108.2%
<hr/>							
80 Capital Outlay							
<hr/>							
8860 Facility Improvement	12,698,578.86	0.00	12,698,578.86	4,687,992.56	5,561,148.00	2,449,438.30	80.7%
8870 Furniture, Appliances & Tools	0.00	0.00	0.00	7,302.63	0.00	-7,302.63	100.0%
TOTAL Capital Outlay	12,698,578.86	0.00	12,698,578.86	4,695,295.19	5,561,148.00	2,442,135.67	80.8%
TOTAL Bond Construction Fund	9,046,030.86	0.00	9,046,030.86	4,587,072.52	5,561,148.00	-1,102,189.66	112.2%
TOTAL REVENUES	-3,652,548.00	0.00	-3,652,548.00	-108,222.67	0.00	-3,544,325.33	
TOTAL EXPENSES	12,698,578.86	0.00	12,698,578.86	4,695,295.19	5,561,148.00	2,442,135.67	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 18
glytbdud

FOR 2019 07

ACCOUNTS FOR: 70 PERS Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<hr/>							
00 Beg Fund Bal							
<hr/>							
9995 Beg Fund Bal	-1,047,008.00	0.00	-1,047,008.00	0.00	0.00	-1,047,008.00	.0%
TOTAL Beg Fund Bal	-1,047,008.00	0.00	-1,047,008.00	0.00	0.00	-1,047,008.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-7,000.00	0.00	-7,000.00	-4,044.34	0.00	-2,955.66	57.8%
TOTAL Interest	-7,000.00	0.00	-7,000.00	-4,044.34	0.00	-2,955.66	57.8%
<hr/>							
90 Transfers Out							
<hr/>							
9980 Transfer to General Fund	365,000.00	0.00	365,000.00	0.00	0.00	365,000.00	.0%
TOTAL Transfers Out	365,000.00	0.00	365,000.00	0.00	0.00	365,000.00	.0%
<hr/>							
99 End Fund Balance							
<hr/>							
9999 Unappropriated Ending Fund Bal	689,008.00	0.00	689,008.00	0.00	0.00	689,008.00	.0%
TOTAL End Fund Balance	689,008.00	0.00	689,008.00	0.00	0.00	689,008.00	.0%
TOTAL PERS Reserve Fund	0.00	0.00	0.00	-4,044.34	0.00	4,044.34	100.0%
TOTAL REVENUES	-1,054,008.00	0.00	-1,054,008.00	-4,044.34	0.00	-1,049,963.66	
TOTAL EXPENSES	1,054,008.00	0.00	1,054,008.00	0.00	0.00	1,054,008.00	



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 19
glytdbud

FOR 2019 07

ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
GRAND TOTAL						
9,091,039.65	0.00	9,091,039.65	-21,183,947.58	11,512,035.79	18,762,951.44	-106.4%
** END OF REPORT - Generated by Anh Le **						



02/20/2019 16:39
5118anh.le

Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 20
glytdbud

REPORT OPTIONS

Sequence	Field #	Total	Page Break
Sequence 1	1	Y	Y
Sequence 2	10	Y	N
Sequence 3	11	Y	N
Sequence 4	0	N	N

Report title:
YEAR-TO-DATE BUDGET REPORT

Includes accounts exceeding 0% of budget.

Print totals only: Y

Print Full or Short description: F

Print full GL account: N

Format type: 1

Double space: N

Suppress zero bal accts: Y

Include requisition amount: N

Print Revenues-Version headings: N

Print revenue as credit: Y

Print revenue budgets as zero: N

Include Fund Balance: N

Print journal detail: N

From Yr/Per: 2019/ 1

To Yr/Per: 2019/12

Include budget entries: Y

Incl encumb/liq entries: Y

Sort by JE # or PO #: J

Detail format option: 1

Include additional JE comments: N

Multiyear view: F

Amounts/totals exceed 999 million dollars: Y

Year/Period: 2019/ 7

Print MTD Version: N

Roll projects to object: N

Carry forward code: 1

Find Criteria

Field Name	Field Value
------------	-------------

- Org
- Object
- Project
- Rollup code
- Account type
- Account status

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Division Chief Mike Corless

Re: Operations Division Monthly Report – January 2019

The following summary of work includes those activities completed within the Operations Division.

- Meetings Attended:
 - Staff Meetings
 - Monthly OPS
 - Board Meeting
 - Station 16/19 building updates
 - CCOM Fire Users
 - C800
 - Budget monitoring
 - Promotional Testing development
 - Labor Management
 - Personnel issue
- 01/2 – 01/4 Enter Level FF interviews
- 1/7 Academy planning discussion
- 1/8 SOPS meeting
- 1/8 Admin building meeting
- 1/9 Munis work group with Stations 4 and 10
- 1/9 USAR program direction with BC Browne
- 1/10 Fire Defense Board (Hoodland Fire)
- Various dates to provide expectations to newly promoted employees
- 1/23 Meeting with CCC discuss Temp St 16 and further possible opportunities
- 1/23 Participated in interviews for CCOM OPS Manager
- 1/24 Budget planning meeting
- 1/24 Board work session

- 1/31 Meeting with CCSO Rob Wurpes, discuss CCOM Charter
- 1/31 meeting with PPE vendor discuss issue on delivery and remedies to current process

Respectfully submitted,

Division Chief Mike Corless

North Battalion- A Shift

Battalion Chief Brian Stewart

- Significant Incidents
 - No significant incidents in the month of January.

- Projects/Events/Meetings/Training
 - Participated in OSFM Hazardous Materials regional team/response meeting with DC Gehrke.
 - Probationary Apparatus Operator practical evaluation.
 - Presented two sessions at Oregon OSHA/fire service industry training.
 - Attended five-day strategy and tactics seminar.
 - Target Solutions and technical rescue battalion drill.
 - Community Risk Assessment/Community Risk Reduction process coordination.
 - Accreditation and professional credentialing meetings.
 - Had CFD1 staff ride along (Accounting Specialist Halee Holst).

North Battalion-B Shift

Battalion Chief Nick Browne

- Significant Incidents
 - 1/3/19 Residential House Fire. Crews were able to evacuate occupant and extinguish fire. Fire started from homeowner smoking.
 - Residential House Fire off Ash. Fire Contained to Garage. All occupants escaped. Fire is being investigated for suspicious circumstances.

- Projects/Events/Meetings/Training
 - Milwaukie Public Safety Advisory Committee (PSAC) with BC302 & T302
 - Probationary Lt Ride along 1/21.
 - Training with Crews in North Battalion.
 - Finished Captains testing with Captain Mulick. There are 22 candidates. All represented the Fire District and themselves well.
 - Community group meeting at Rosevilla with E303 and BC302.

North Battalion-C Shift

Battalion Chief David Scheirman

- Significant Incidents
 - No significant incidents in the month of January.

- Projects/Events/Meetings/Training
 - Attended monthly Board meeting.
 - Participated in monthly drill.
 - Had Lt Patrick probationary ride along.
 - Attended Annual Awards Banquet.

East Battalion- A Shift

Battalion Chief Jason Ellison

- Significant Incidents
 - No significant incidents in the month of January.

- Projects/Events/Meetings/Training
 - Monday staff meeting budget talks.
 - Probationary Apparatus Operator evaluation and training at the training center.
 - Attended the Emergency Services Division meeting.
 - Water Rescue Program Management.
 - Budget review for Stations 7 & 18.
 - Budget review for Rope and Water Rescue program.

East Battalion- B Shift

Battalion Chief Brian Rooney

- Significant Incidents
 - 1/1- Boring CPO meeting
 - 1/18- MVA 224/Faraday- T308, HR305 and E314 and BC301 assisted Estacada Fire on a MVA with Extrication. This was a two vehicle MVA with one patient that was transported by Life Flight.
 - 1/30- MVA 222nd/Borges- E319, HR305, T308 and BC301 responded to an MVA. This was four vehicle accident requiring extrication on one of them. Two patients with minor injuries were transported to local hospitals.

- Projects/Events/Meetings/Training
 - 1/8 – Attended Senior Staff meeting and Quarterly SOPS meeting.
 - 1/14- Attended the monthly Ops. Meeting.
 - Target Solutions Training - EMS, Munis, Fire Operations.
 - FRP program- Working on updating the Disaster and Emergency Operations FRP for the fire district facilities. We will be working on updating communications, facility maps and general training for staff.
 - Worked with Fleet on BC vehicle PLL and updates.
 - Several crew visits during the month to discuss operations, roster changes and district updates.

East Battalion- C Shift

Battalion Chief Scott Carmony

- Significant Incidents
 - January 10 – Shooting Victim – 22051 SE Howlett Rd., Eagle Creek
 - Respond to land Life Flight at Station 18.
 - January 25 — Marine Rescue -SE Revenue Rd at SE Oreint Dr., Boring
 - Vehicle upside down in creek, Managed Search Efforts and Recovery Operations.

- Projects/Events/Meetings/Training
 - Complete R&D of Electric PPV Fan and Purchased 4 fans. One each for the Trucks and the Heavy Rescue.

- Conducted several mentoring sessions with Captain and Battalion Chief Promotional Candidates on Tactics and Strategy.
- Worked with Chief Browne to secure/purchase replacement Heavy Lifting Bags for the trucks and rescue for extrication purposes.

South Battalion- A Shift

Battalion Chief Brian Burke

- Significant Incidents
 - January 4 – House Fire – Pinegrove Loop in Clackamas – Provided Safety Officer.
 - January 6 – House Fire – Carol Ct. in Molalla - Provided mutual aid assistance to Molalla Fire Department.
 - January 8 – Building Fire – 2nd St. in Molalla – Provided mutual aid assistance to Molalla Fire Department.
 - January 9 – Carbon Monoxide Alarm – Hunter Ave. in Oregon City – Assisted E309, CO alarm alerted to CO inside her house. The source was found and problem mitigated.
 - January 26 – Chimney Fire – Zina Ct. in Beavercreek – Provided command while crews work to confine and extinguish the fire.
 - January 30 – Fall – Potter Rd in Redland – Fall from roof, trauma system entry, Life Flight activated, but recalled due to long ETA.
- Projects/Events/Meetings/Training
 - Budget Preparations for next fiscal year.
 - Assist station captains with budget using new Munis computer program
 - Attend – ASIM (Active Shooter Incident Management) hosted by Portland Police Department.

South Battalion- B Shift

Battalion Chief Jonathan Scheirman

- Significant Incidents
 - No significant incidents in the month of January.
- Projects/Events/Meetings/Training
 - Attended the Awards Banquet.
 - Completed budget for Wildland Program and reviewed budgets for assigned stations.
 - Probationary AO evaluation.
 - Attended Battalion drill.

South Battalion- C Shift

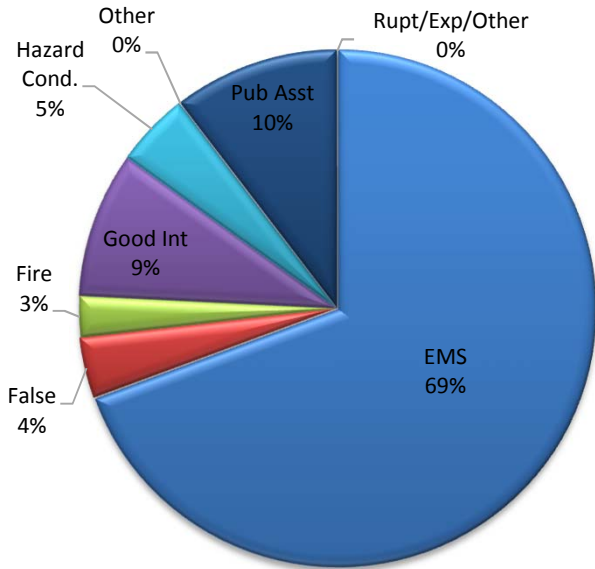
Battalion Chief Oscar Ramos

- Significant Incidents
 - New Year's Day got 2019 off to a good start with myself and other retirees beginning our first day of retirement and work back.
 - Had a break in and stolen vehicle from temporary Station 16. No one injured and thief was apprehended a few days later.
 - Had a small residential fire in Country Village MHP in OC - ignited by occupant

- who had set himself on fire attempting suicide.
- Met with OPS to begin personnel assignments for upcoming roster moves.
- Canby Fire requested BC303 cover Canby area while their units battled a second alarm residential fire in a Southern part of their district.

- Projects/Events/Meetings/Training
 - Met with OPS who briefed "C" shift Battalion Chief on operational notes from the meeting we were unable to attend.
 - Met with South battalion companies to brief on Operational meeting.
 - Attended Senior Staff meeting.
 - Met with OPS at new Station 16 to go over move in procedure.
 - Assisted training with move up schedule for upcoming training for entire District.
 - Attended monthly Board Meeting.
 - Attended Annual Awards Banquet.

Clackamas Fire Dist. #1 Emergency Services Report Year End 2018



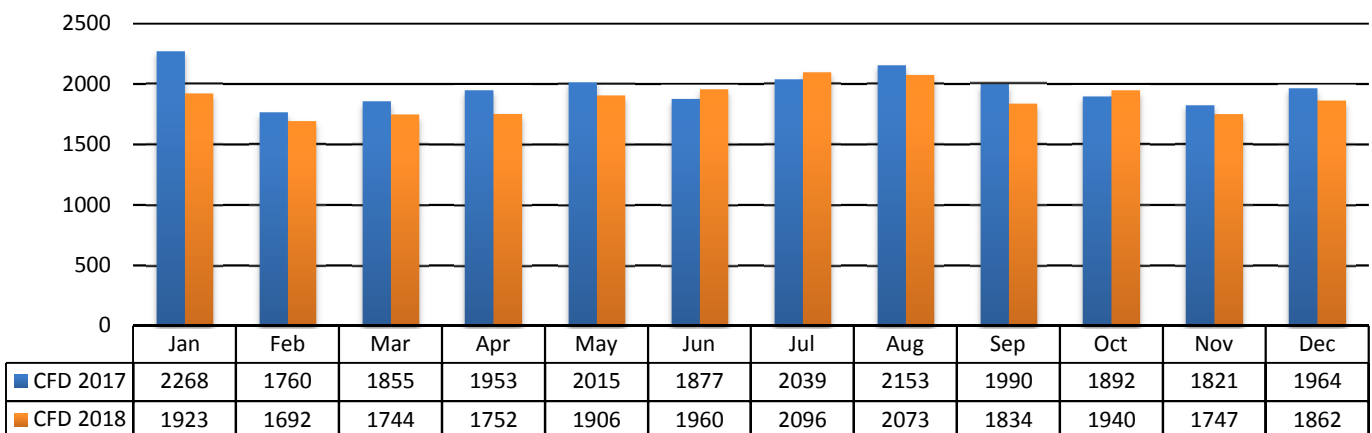
Incident Type	Data
EMS	15634
False	857
Fire	581
Good Int	2060
Hazard Cond.	1049
Other	7
Pub Asst	2338
Rupt/Exp/Weather	3
Grand Total	22529

Year to Date

Incident Type	2016	2017	2018
EMS	15339	15776	15634
False	801	913	857
Fire	479	603	581
Good Int	2011	2186	2060
Hazard Cond.	1459	1472	1049
Other	6	7	7
Pub Asst	2332	2619	2338
Rupt/Exp/Weather	4	11	3
Grand Total	22431	23587	22529

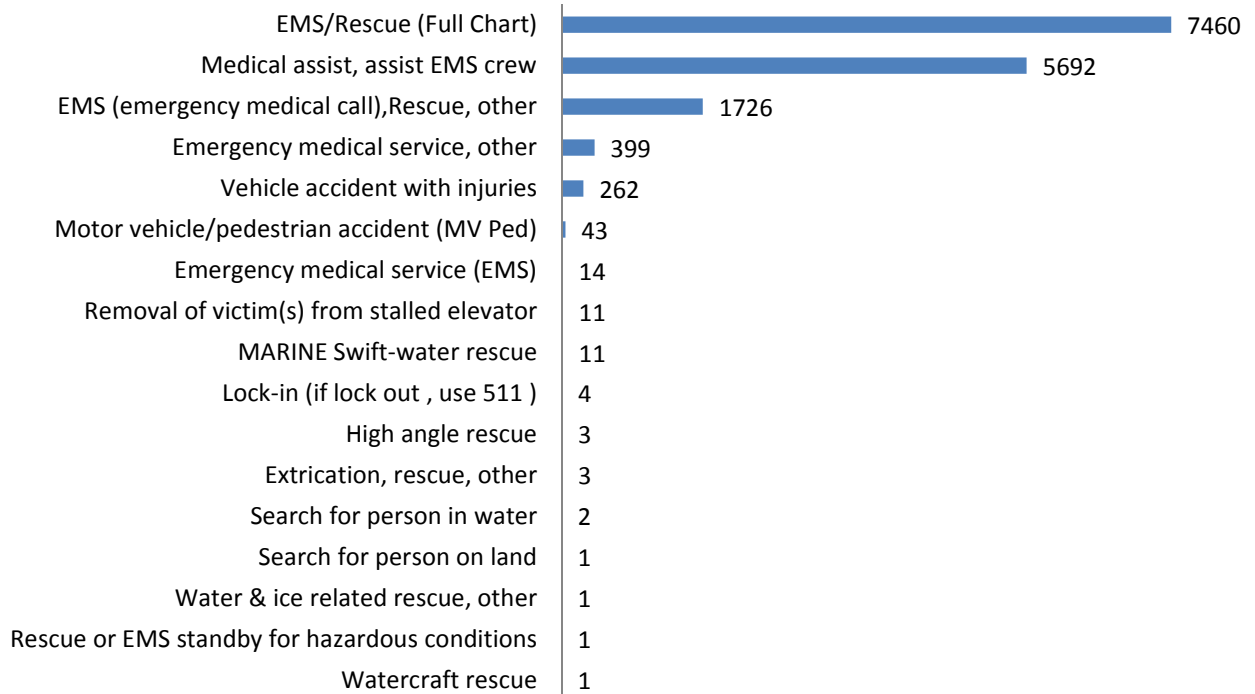
Mutual Aid Given Incident Not Included

Total Incidents by Month

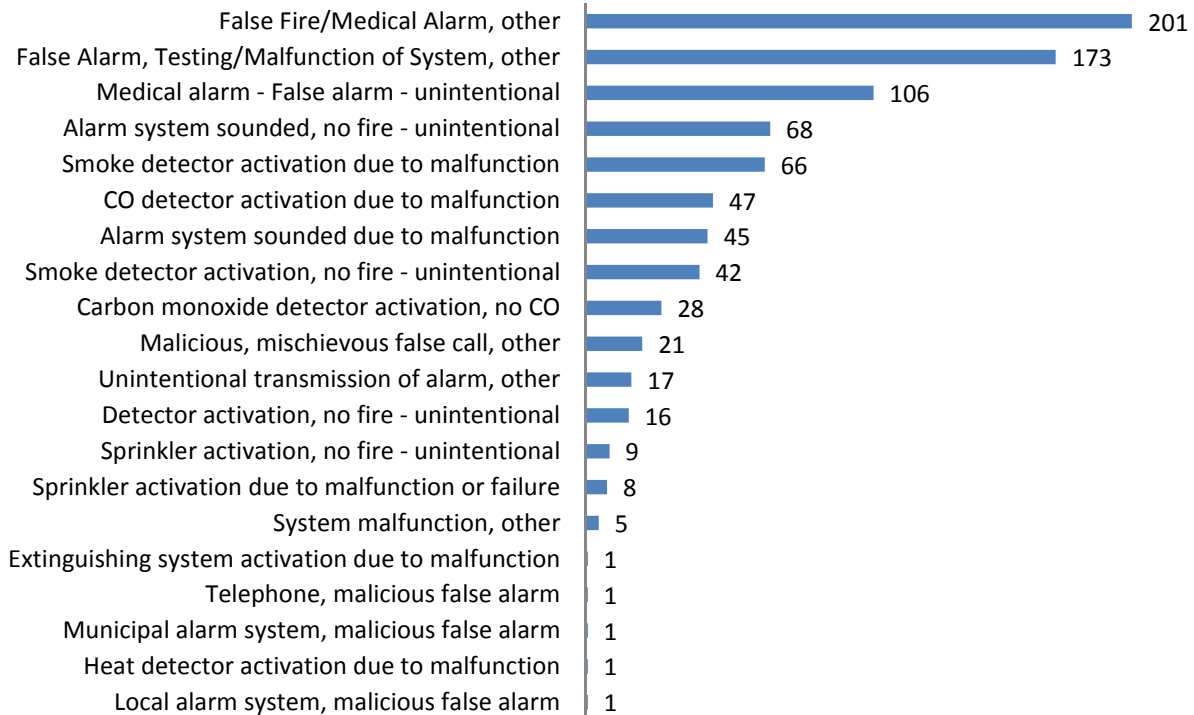


2018 Incident Summary

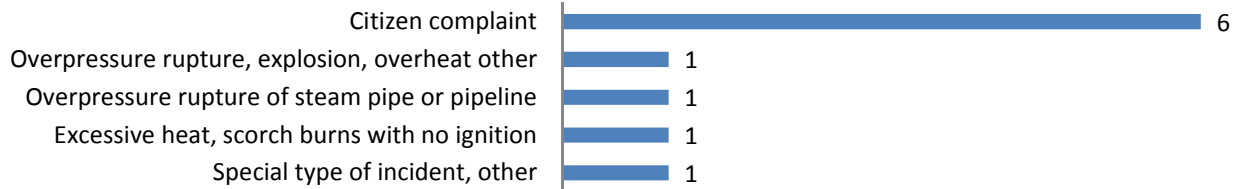
EMS Total: 15634



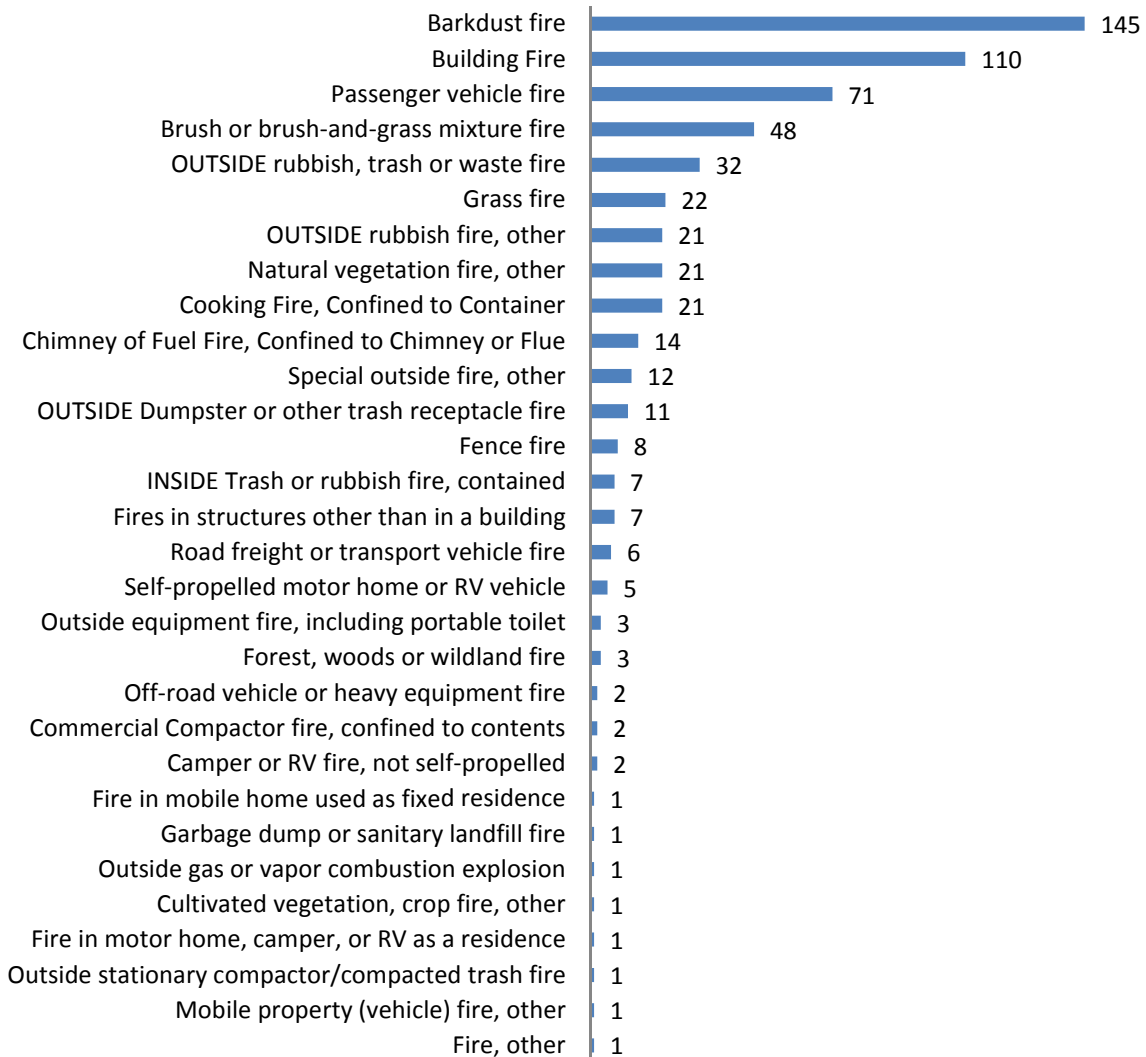
False Alarm Total: 857



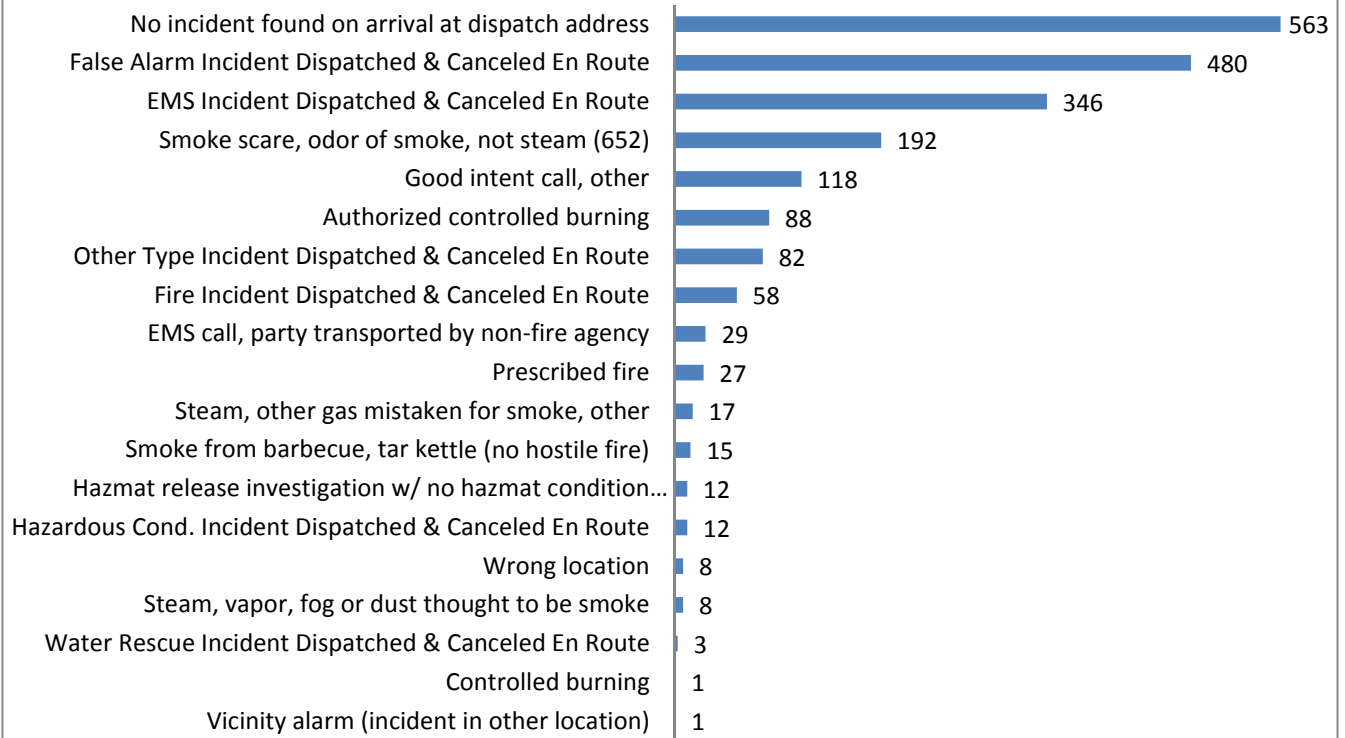
Weather/Rupture/Explosion/Other Total: 10



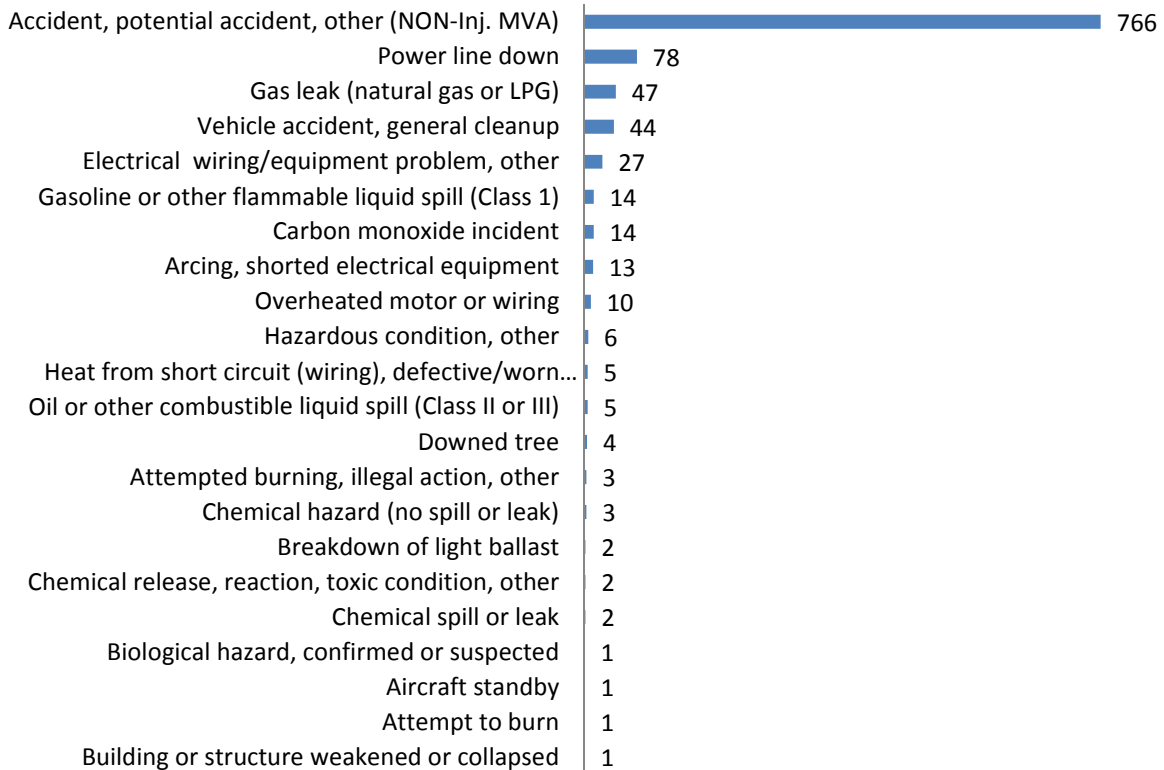
Fire Total: 581



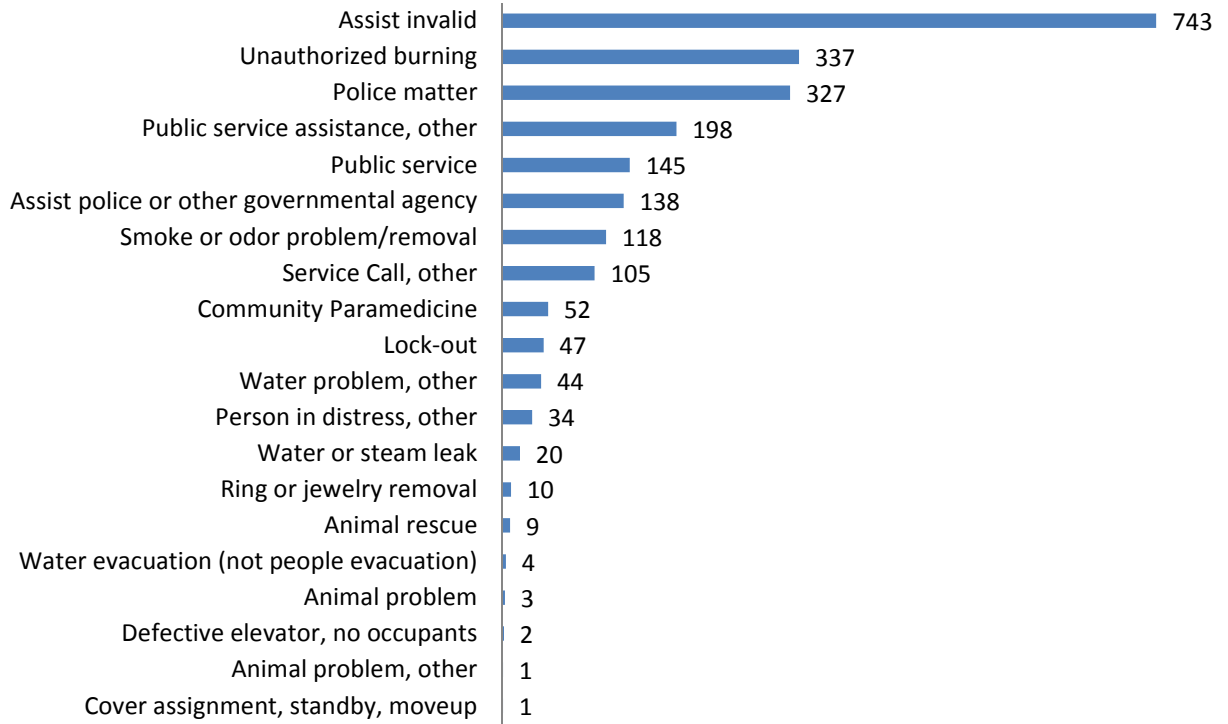
Good Intent Total: 2060



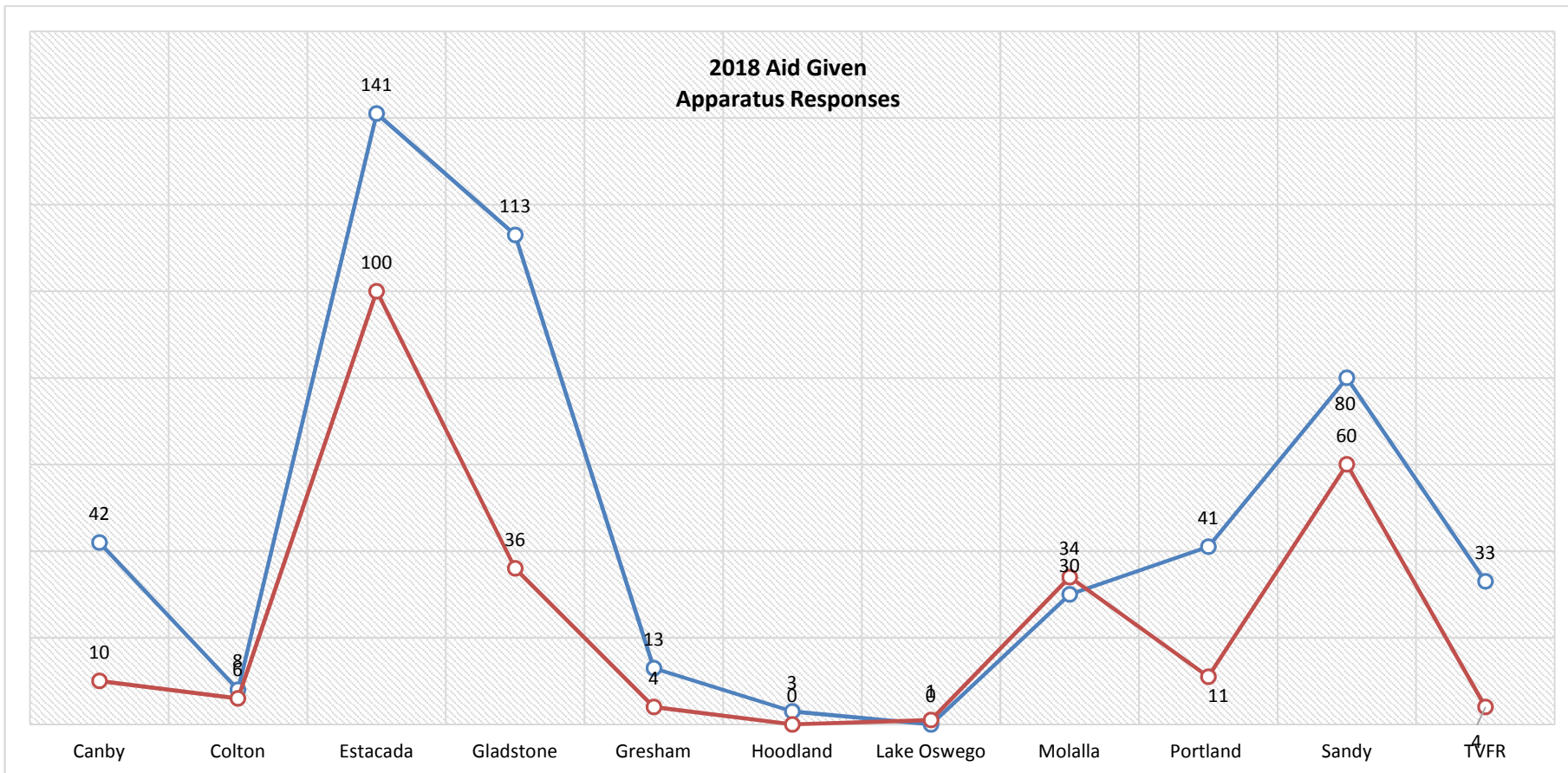
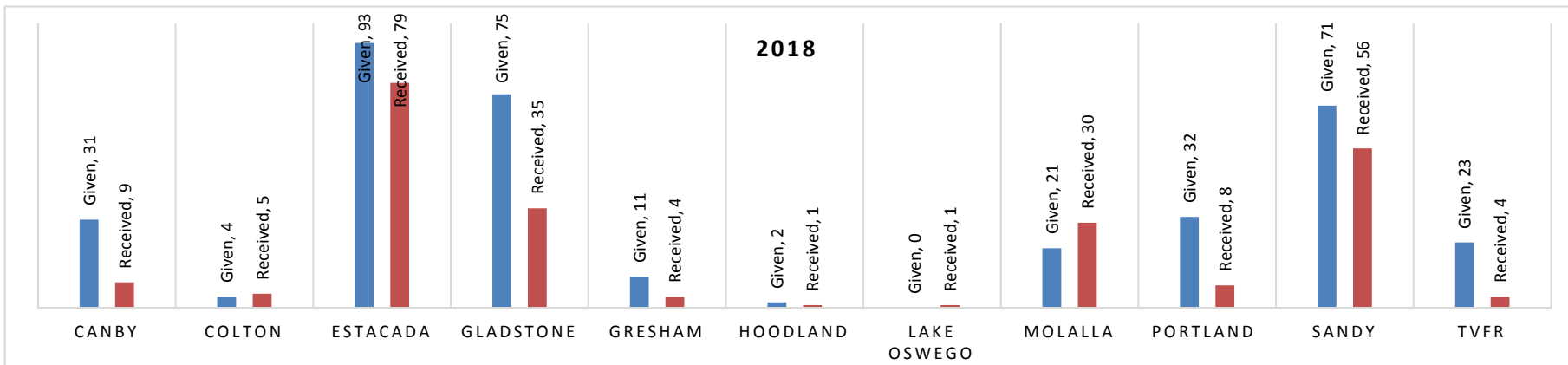
Hazardous Condition Total: 1049



Public Assists Total: 2338



Mutual Aid Given to Mutual Aid Received by Agency



Mutual Aid Given - Apparatus Overview
2018

Agency	Apparatus	Apparatus Action	Responses
Canby	M303	Assistance, other	1
		Provide advanced life support (ALS)	3
		Transport person	1
	M316	Provide advanced life support (ALS)	8
		Transport person	2
	E315	Fire Attack	1
		Salvage & overhaul	1
	IE309	Control traffic	1
	BC303	Assistance, other	2
		Incident command	1
		Provide manpower	1
		Safety Officer (blank)	1
	E310	Provide manpower	1
		Salvage & overhaul	1
	T316	Assistance, other	2
		Extricate, disentangle	1
	E317	Assistance, other	3
		Check smoke detector	1
		Extricate, disentangle	1
		Investigate	1
		Provide advanced life support (ALS)	3
		Provide basic life support (BLS)	1
		Provide manpower	1
Salvage & overhaul		1	
BR313	Provide manpower	1	
Canby Total			42
Colton	M316	Provide advanced life support (ALS)	1
	HR305	Extricate, disentangle	1
	E310	Assistance, other	1
	T316	Extricate, disentangle	1
	WT310	Standby/Staged	1
	BR310	Standby/Staged	1
	BC301	Extricate, disentangle	1
	BR318	Assistance, other	1
Colton Total			8
Estacada	T308	Provide basic life support (BLS)	1
		Rescue, remove from harm	1
		Technical Rescue High Angle -EFR	1
		Ventilate	1
	HR305	Rescue, remove from harm	1
		Salvage & overhaul	1
		Technical Rescue High Angle -EFR	1
	T302	Salvage & overhaul	1
	BC303	Assistance, other	1
	E311	Assistance, other	4
		Contain fire (wildland)	1
		Emergency medical services, other	1
		Extinguish	1
		Gained access/unlocked	1
		Landing Zone	1
		Provide advanced life support (ALS)	7
		Provide basic life support (BLS)	2
Salvage & overhaul		1	
Standby/Staged (blank)	1 2		

Estacada Continued	E307	Extinguish	1
		Fire Attack	1
	T316	Technical Rescue High Angle -EFR	1
	E319	Assistance, other	1
		Control traffic	1
		Forcible entry	1
		Investigate	2
		Provide advanced life support (ALS)	2
		Provide basic life support (BLS)	2
		RIT	1
	BC302	Safety Officer	1
	E314	Assistance, other	3
		Extinguish	1
		Incident command	1
		Landing Zone	2
		Provide advanced life support (ALS)	3
		Provide basic life support (BLS)	1
		Provide first aid & check for injuries	1
		Provide manpower	3
		Search & rescue, other	1
	(blank)	1	
	FM303	FMO Investigation	1
	WT310	Standby/Staged	1
	WT314	Provide water	1
	WR308	Assistance, other	1
		Rescue, remove from harm	1
		Search	2
		Swift Water Rescue -EFR	1
	RH314	Provide Rehab	1
	IE314	UTL Unable to Locate	1
	WT312	Extinguish	1
		Investigate	1
	BR311	Contain fire (wildland)	1
	BR312	Assistance, other	1
		Provide advanced life support (ALS)	1
		(blank)	1
	E318	Assist lift patient	1
		Assistance, other	1
		Extinguish	1
		Hazardous condition, other	1
		Investigate	3
		Provide advanced life support (ALS)	5
		Provide basic life support (BLS)	4
		Provide manpower	1
	(blank)	4	
	BC301	Assistance, other	2
		Incident command	7
		Incident Command -EFR	1
		Investigate	1
		Landing Zone	2
		Provide basic life support (BLS)	1
Search		1	
Search & rescue, other	1		

Estacada Continued	BR318	Assist lift patient	1
		Assistance, other	10
		Control traffic	3
		Provide advanced life support (ALS)	1
		Provide basic life support (BLS)	2
		Provide manpower	2
		Rescue, remove from harm	1
		Search	1
		Search & rescue, other	1
		Technical Rescue High Angle -EFR	1
	HM303	Hazardous materials spill control and	1
	FM305	Assistance, other	1
	CH302	Assistance, other	1
Estacada Total			141
Gladstone	M303	Assistance, other	2
		Provide advanced life support (ALS)	9
		Provide basic life support (BLS)	2
		Transport person	24
	M316	Assistance, other	2
		Provide advanced life support (ALS)	7
		Transport person	5
	T308	Extricate, disentangle	1
		(blank)	1
	E315	Assistance, other	1
		Backup team	1
		Detour/Road Block -EFR	1
		Extinguish	1
		Extricate, disentangle	1
		Fire Attack	1
		Gained access/unlocked	1
		Incident command	1
		Investigate	1
		Investigate fire out on arrival	1
		Provide advanced life support (ALS)	1
		Provide basic life support (BLS)	1
		Provide manpower	2
	Standby/Staged	2	
	HR305	Extricate, disentangle	1
		Standby/Staged	1
		Ventilate	1
		(blank)	1
	E306	Standby/Staged	1
	IE309	Extinguish	2
	E309	Assistance, other	2
		Standby team	1
		(blank)	1
	E303	Backup team	1
		Fire Attack	1
		Investigate	1
	BC303	Assistance, other	1
		Extinguish	1
		Fire Attack	1
		Incident command	3
		Incident Command -EFR	1
		Provide manpower	2
	(blank)	1	
	E311	Assistance, other	1
	E301	(blank)	1
	E304	Fire Attack	1
		Provide advanced life support (ALS)	2
		RIT	1
Salvage & overhaul		1	
T316	Assistance, other	1	
	Extinguish	1	
	Standby/Staged	1	

Gladstone Continued	BC302	Incident command	3
		Investigate fire out on arrival	1
		Standby/Staged	1
	WR308	Provide water	1
		Search & rescue, other	1
	FM311	Assistance, other	1
BR311	Salvage & overhaul	1	
HM303	Spill Mitigation -EFR	1	
Gladstone Total			113
Gresham	E307	Assist lift patient	1
		Provide advanced life support (ALS)	3
	E314	Assistance, other	2
		Extinguish	1
		Provide basic life support (BLS)	1
		Provide manpower	2
		RIT	1
	WT314	Provide water	1
BC301	Safety Officer	1	
Gresham Total			13
Hoodland	T308	Extricate, disentangle	1
	HR305	Extrication -EFR	1
	E314	Fill-in or moveup	1
Hoodland Total			3
Molalla	M303	Assistance, other	1
	M316	Provide advanced life support (ALS)	5
		Transport person	2
	HR305	Technical Rescue High Angle -EFR	1
	BC303	Provide manpower	2
		Salvage & overhaul	1
		Technical Rescue High Angle -EFR	1
	E310	Assistance, other	1
		Control traffic	1
		Extinguish	1
		Provide basic life support (BLS)	1
		Provide manpower	4
	T316	Salvage & overhaul	1
		Technical Rescue High Angle -EFR	1
		Provide manpower	1
	WT310	Provide water	1
BR310	Control fire (wildland)	1	
	Fire Attack	1	
BR313	Assistance, other	1	
HM303	Telephone Consult	1	
Molalla Total			30
Portland	HR305	Assistance, other	1
		Control traffic	1
		Extinguish	1
		Fire Attack	1
		Fire, other	1
	E306	Extinguish	1
		Provide basic life support (BLS)	2
		Provide manpower	1
		UTL Unable to Locate	1
	T302	Assistance, other	1
		Extricate, disentangle	2
		Fire, other	1
		Forcible entry	1
		Provide advanced life support (ALS)	1
		Remove water	1
		Restore fire alarm system	1
		Salvage & overhaul	2
		Ventilate	2
	(blank)	1	
E307	Extinguish	1	
	Investigate	1	

Portland Continued	E301	Assistance, other	2	
		Backup team	1	
		Extinguish	3	
		Fill-in or moveup	1	
		Fire Attack	2	
		Fire, other	1	
		Investigate	1	
		Provide manpower	1	
		BC302	Assistance, other	2
			Safety Officer	1
	BC301	Fire, other	1	
Portland Total			41	
Sandy	E319	(blank)	1	
	E314	Assist lift patient	2	
		Assistance, other	9	
		Control traffic	1	
		Investigate	5	
		Landing Zone	2	
		Provide advanced life support (ALS)	16	
		Provide apparatus	1	
		Provide basic life support (BLS)	7	
		Provide manpower	1	
		(blank)	2	
		E312	Emergency medical services, other	1
	WR308	Search & rescue, other	1	
	IE314	Assistance, other	1	
	E318	Assist lift patient	1	
		Assist physically disabled	1	
		Assistance, other	1	
		Investigate	1	
		Provide advanced life support (ALS)	4	
		Provide basic life support (BLS)	1	
		Provide manpower	1	
		(blank)	2	
	BC301	Assistance, other	1	
		Investigate	1	
	BR318	Assist lift patient	1	
		Assistance, other	9	
		Provide advanced life support (ALS)	1	
		Provide basic life support (BLS)	3	
		Standby/Staged	2	
	Sandy Total			80
	TVFR	M316	Provide advanced life support (ALS)	2
T308		Salvage & overhaul	1	
E315		Assist lift patient	1	
		Assistance, other	1	
		Backup team	1	
		Extinguish	1	
		Fire Attack	3	
		Investigate	3	
		Provide advanced life support (ALS)	4	
		Ventilate	1	
HR305		RIT	1	
IE309		Extinguish	1	
		Fire Attack	1	
BC303		Assistance, other	1	
		Incident command	3	
		Provide manpower	1	
		Safety Officer	1	
T316		Assistance, other	1	
		Salvage & overhaul	1	
		Ventilate	2	
E317		Fire, other	1	
	Salvage & overhaul	1		
TVFR Total			33	
Grand Total			504	

**Incident Types
by FMZ
2018**

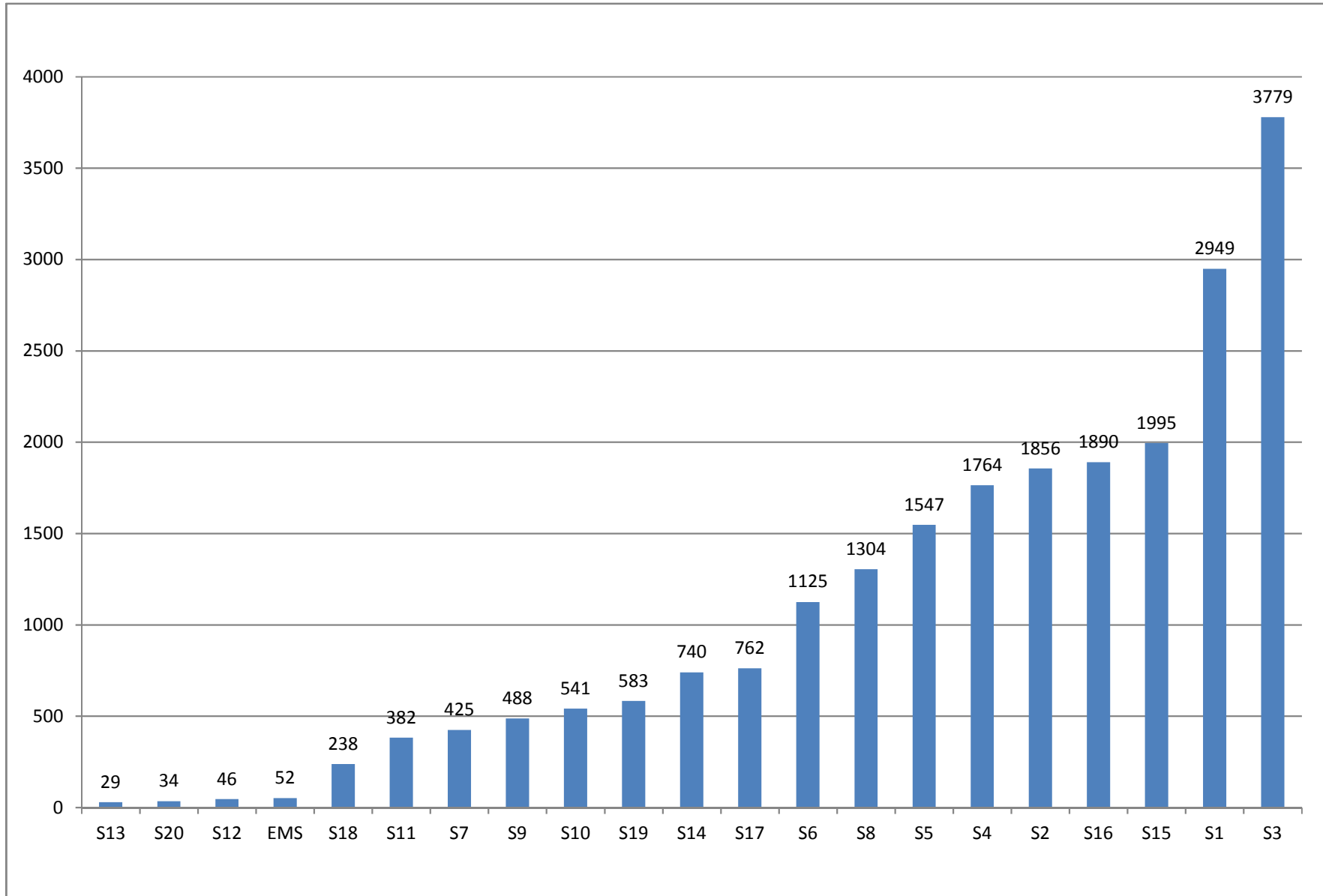
Incident Station	Incident Type	Total
S1	EMS	2099
	False	82
	Fire	61
	Good Int	252
	Hazard Condition	120
	Pub Asst	335
S1 Total		2949
S2	EMS	1222
	False	91
	Fire	38
	Good Int	203
	Hazard Condition	57
	Pub Asst	244
Rupt/Exp	1	
S2 Total		1856
S3	EMS	2825
	False	129
	Fire	62
	Good Int	290
	Hazard Condition	98
	Other	1
Pub Asst	374	
S3 Total		3779
S4	EMS	1300
	False	72
	Fire	39
	Good Int	154
	Hazard Condition	64
	Pub Asst	135
S4 Total		1764
S5	EMS	1076
	False	60
	Fire	66
	Good Int	149
	Hazard Condition	95
	Pub Asst	101
S5 Total		1547
S6	EMS	801
	False	48
	Fire	31
	Good Int	85
	Hazard Condition	46
	Other	2
	Pub Asst	112
S6 Total		1125
S7	EMS	304
	False	9
	Fire	8
	Good Int	37
	Hazard Condition	31
	Pub Asst	36
S7 Total		425

Incident Station	Incident Type	Total
S8	EMS	796
	False	103
	Fire	44
	Good Int	133
	Hazard Condition	84
	Other	1
	Pub Asst	143
	S8 Total	
S9	EMS	283
	False	19
	Fire	24
	Good Int	57
	Hazard Condition	45
	Pub Asst	60
S9 Total		488
S10	EMS	330
	False	20
	Fire	17
	Good Int	66
	Hazard Condition	32
	Pub Asst	76
S10 Total		541
S11	EMS	222
	False	5
	Fire	13
	Good Int	51
	Hazard Condition	41
	Other	1
Pub Asst	49	
S11 Total		382
S12	EMS	24
	False	1
	Good Int	2
	Hazard Condition	9
	Pub Asst	10
S12 Total		46
S13	EMS	13
	False	1
	Good Int	7
	Hazard Condition	3
	Pub Asst	5
S13 Total		29
S14	EMS	447
	False	30
	Fire	20
	Good Int	94
	Hazard Condition	72
	Other	1
Pub Asst	76	
S14 Total		740

Incident Station	Incident Type	Total
S15	EMS	1503
	False	64
	Fire	48
	Good Int	176
	Hazard Condition	77
	Other	1
	Pub Asst	126
	S15 Total	
S16	EMS	1349
	False	77
	Fire	49
	Good Int	146
	Hazard Condition	63
	Pub Asst	204
Rupt/Exp	2	
S16 Total		1890
S17	EMS	532
	False	33
	Fire	26
	Good Int	52
	Hazard Condition	13
	Pub Asst	106
S17 Total		762
S18	EMS	135
	False	2
	Fire	14
	Good Int	28
	Hazard Condition	32
	Pub Asst	27
S18 Total		238
S19	EMS	355
	False	11
	Fire	19
	Good Int	72
	Hazard Condition	65
	Pub Asst	61
S19 Total		583
S20	EMS	18
	Fire	2
	Good Int	6
	Hazard Condition	2
	Pub Asst	6
S20 Total		34
EMS	Pub Asst	52
EMS Total		52
Grand Total		22529

Incident Count by FMZ

2018



**Apparatus Response by Station and Incident Type
(Including Mutual Aid Given)
2018**

Unit Station	Unit ID	Incident Type	Total	
BC1	BC301	EMS	59	
		False	2	
		Good Int	17	
		Pub Asst	16	
		Fire	78	
		HazMat	30	
	Rupt/Exp	1		
BC301 Total			203	
BC1 Total			203	
BC2	BC302	EMS	58	
		False	10	
		Good Int	63	
		Pub Asst	16	
		Fire	173	
		HazMat	65	
	Rupt/Exp	2		
BC302 Total			387	
BC2 Total			387	
BC3	BC303	EMS	80	
		False	6	
		Good Int	50	
		Pub Asst	29	
		Fire	156	
		HazMat	52	
	Other	1		
Rupt/Exp	1			
BC303 Total			375	
BC3 Total			375	
S1	M301	EMS	409	
		False	2	
		Good Int	24	
		Pub Asst	28	
		Fire	7	
		HazMat	8	
	M301 Total			478
	E301	E301	EMS	1870
			False	92
			Good Int	275
			Pub Asst	333
Fire			139	
HazMat	129			
Rupt/Exp	1			
E301 Total			2839	
S1 Total			3317	

Unit Station	Unit ID	Incident Type	Total	
S2	T302	EMS	1250	
		False	91	
		Good Int	271	
		Pub Asst	245	
		Fire	110	
		HazMat	78	
		Rupt/Exp	2	
T302 Total			2047	
	RH302	Fire	14	
RH302 Total			14	
S2 Total			2061	
S3	M303	EMS	2605	
		False	27	
		Good Int	153	
		Pub Asst	208	
		Fire	65	
		HazMat	71	
		Rupt/Exp	1	
	M303 Total			3130
	E303		EMS	827
			False	102
			Good Int	178
			Pub Asst	223
			Fire	81
HazMat			100	
		Other	1	
		Rupt/Exp	1	
E303 Total			1513	
HM303		EMS	11	
		False	1	
		Good Int	6	
		Pub Asst	3	
		Fire	4	
		HazMat	22	
HM303 Total			47	
S3 Total			4690	
S4	E304	EMS	1469	
		False	87	
		Good Int	219	
		Pub Asst	160	
		Fire	123	
		HazMat	83	
		Rupt/Exp	1	
E304 Total			2142	
S4 Total			2142	
S5	HR305	EMS	1298	
		False	73	
		Good Int	249	
		Pub Asst	144	
		Fire	226	
		HazMat	165	
		Rupt/Exp	2	
HR305 Total			2157	
S5 Total			2157	

Unit Station	Unit ID	Incident Type	Total
S6	E306	EMS	803
		False	54
		Good Int	99
		Pub Asst	129
		Fire	72
		HazMat	47
		Other	2
	E306 Total	1206	
S6 Total			1206
S7	E307	EMS	399
		False	19
		Good Int	64
		Pub Asst	59
		Fire	35
		HazMat	54
	E307 Total	630	
HM307	HazMat	2	
HM307 Total	2		
S7 Total			632
S8	T308	EMS	782
		False	93
		Good Int	125
		Pub Asst	138
		Fire	107
		HazMat	103
		Other	1
		T308 Total	1349
	WR308	EMS	25
		Good Int	6
		Pub Asst	6
	WR308 Total	39	
	B308	EMS	7
Good Int		2	
B308 Total	9		
WR328	EMS	1	
WR328 Total	1		
S8 Total			1398
S9	IE309	EMS	12
		Good Int	14
		Pub Asst	10
		Fire	42
		HazMat	3
	IE309 Total	81	
	E309	EMS	362
		False	23
		Good Int	73
		Pub Asst	70
Fire		69	
HazMat	46		
E309 Total	643		
S9 Total			724

Unit Station	Unit ID	Incident Type	Total
S10	E310	EMS	392
		False	21
		Good Int	77
		Pub Asst	83
		Fire	36
		HazMat	45
	E310 Total		654
	WT310	False	1
		Good Int	1
		Pub Asst	3
Fire		19	
HazMat		1	
WT310 Total		25	
BR310	EMS	2	
	Good Int	5	
	Pub Asst	7	
	Fire	17	
BR310 Total		31	
S10 Total		710	
S11	E311	EMS	284
		False	9
		Good Int	55
		Pub Asst	64
		Fire	45
		HazMat	59
		Other	1
		E311 Total	
	WT311	Pub Asst	1
		Fire	9
HazMat		1	
WT311 Total		11	
BR311	EMS	1	
	Good Int	4	
	Pub Asst	6	
	Fire	22	
	HazMat	2	
BR311 Total		35	
S11 Total		563	
S12	E312	EMS	3
		Pub Asst	1
		Fire	1
	E312 Total		5
	WT312	Good Int	1
		Pub Asst	2
		Fire	13
	WT312 Total		16
BR312	EMS	25	
	False	1	
	Good Int	6	
	Pub Asst	8	
	Fire	1	
	HazMat	6	
BR312 Total		47	
S12 Total		68	

Unit Station	Unit ID	Incident Type	Total
S13	E313	EMS	13
		Pub Asst	4
		Fire	2
	E313 Total		19
	BR313	EMS	50
		False	1
		Good Int	8
		Pub Asst	16
Fire		1	
HazMat		4	
BR313 Total		80	
WT313	Pub Asst	1	
	Fire	1	
WT313 Total		2	
S13 Total		101	
S14	E314	EMS	583
		False	31
		Good Int	107
		Pub Asst	96
		Fire	55
		HazMat	90
		Other	1
		E314 Total	
	WT314	Fire	9
	WT314 Total		9
	RH314	Fire	3
	RH314 Total		3
	IE314	EMS	6
		Good Int	2
Pub Asst		3	
Fire		15	
HazMat		1	
IE314 Total		28	
WT324	Pub Asst	1	
WT324 Total		1	
S14 Total		1004	
S15	E315	EMS	1125
		False	75
		Good Int	203
		Pub Asst	133
		Fire	133
		HazMat	103
		Other	1
		Rupt/Exp	2
E315 Total		1775	
S15 Total		1775	
S16	M316	EMS	1024
		False	8
		Good Int	66
		Pub Asst	47
		Fire	14
	HazMat	21	
M316 Total		1180	

Unit Station	Unit ID	Incident Type	Total	
S16 Continued	T316	EMS	1216	
		False	72	
		Good Int	141	
		Pub Asst	213	
		Fire	114	
		HazMat	90	
	Rupt/Exp	3		
T316 Total			1849	
S16 Total			3029	
S17	E317	EMS	657	
		False	41	
		Good Int	64	
		Pub Asst	117	
		Fire	68	
		HazMat	26	
	Rupt/Exp	2		
E317 Total			975	
MC316	Pub Asst	1		
MC316 Total			1	
S17 Total			976	
S18	WT318	Fire	6	
	WT318 Total		6	
	E318	EMS	99	
		False	4	
		Good Int	30	
		Pub Asst	14	
		Fire	13	
	HazMat	13		
	E318 Total			173
	BR318	EMS	137	
False		6		
Good Int		23		
Pub Asst		19		
Fire		36		
HazMat	33			
BR318 Total			254	
S18 Total			433	
S19	E319	EMS	476	
		False	23	
		Good Int	96	
		Pub Asst	75	
		Fire	54	
	HazMat	89		
E319 Total			813	
S19 Total			813	
(blank)	C307	EMS	18	
		Good Int	2	
		HazMat	1	
	C307 Total			21
	FM303	Good Int	1	
		Fire	19	
HazMat	1			
FM303 Total			21	
FM306	65	Fire	12	

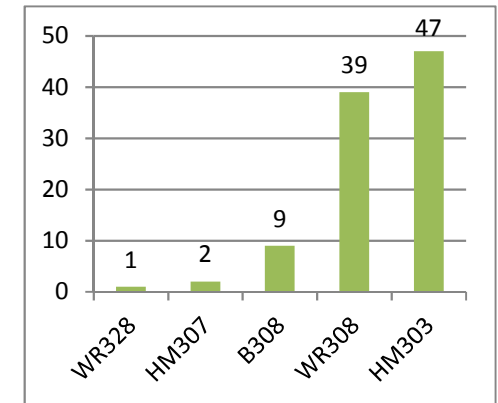
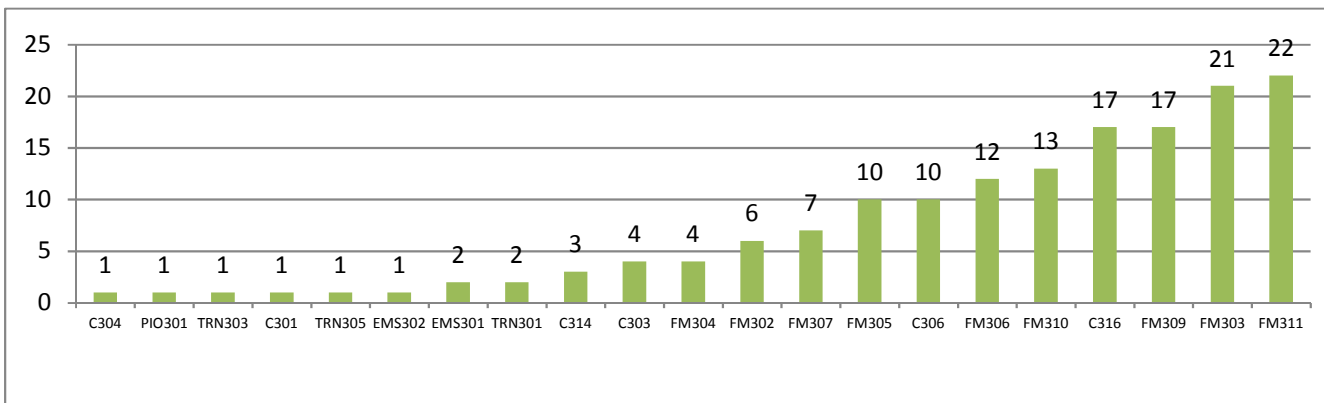
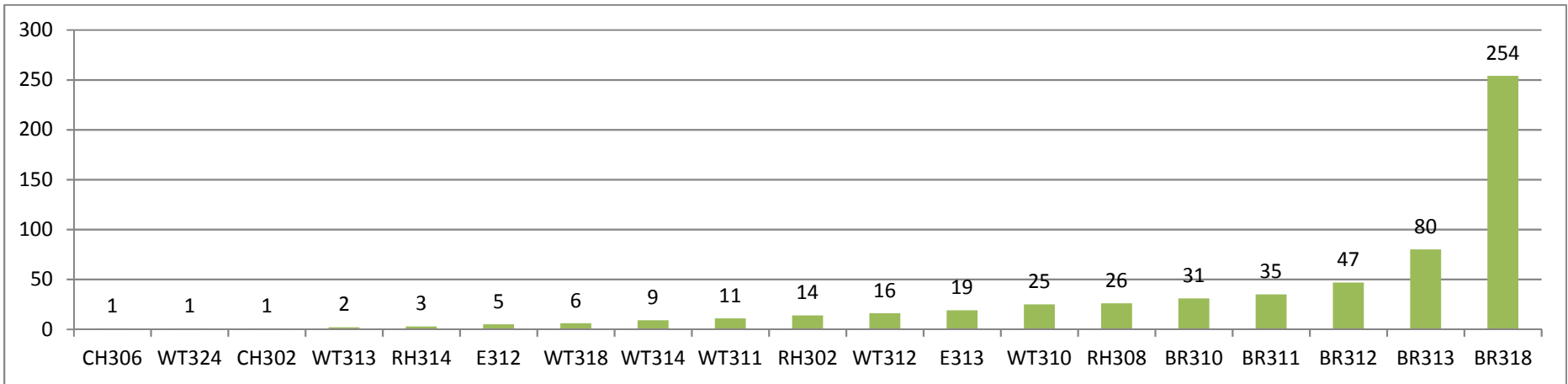
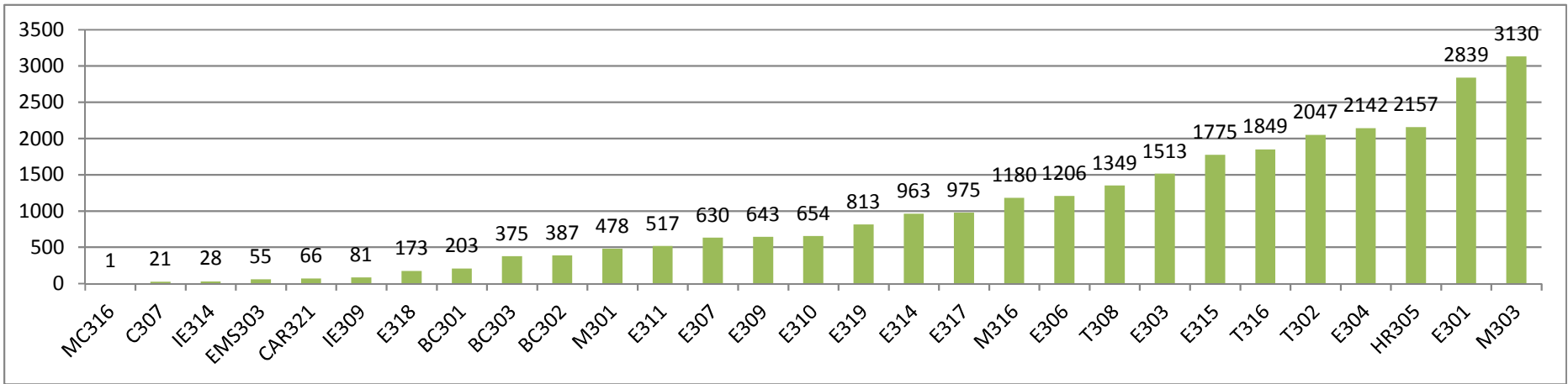
Unit Station	Unit ID	Incident Type	Total
(blank) Continued	FM306 Total		12
	FM311	Fire	22
	FM311 Total		22
	EMS301	EMS	1
		Good Int	1
	EMS301 Total		2
	FM304	Fire	4
	FM304 Total		4
	CH306	HazMat	1
	CH306 Total		1
	C304	Fire	1
	C304 Total		1
	CAR321	EMS	48
		False	5
		Good Int	5
		Pub Asst	6
		HazMat	2
	CAR321 Total		66
	TRN301	Pub Asst	1
		Fire	1
	TRN301 Total		2
	RH308	Good Int	1
		Fire	25
	RH308 Total		26
	FM309	Fire	17
	FM309 Total		17
	FM305	Good Int	1
		Fire	9
	FM305 Total		10
	FM310	Good Int	1
		Fire	12
	FM310 Total		13
	C306	EMS	2
		Pub Asst	1
		Fire	5
		HazMat	2
	C306 Total		10
	FM302	Fire	6
	FM302 Total		6
	C303	EMS	1
		Fire	3
	C303 Total		4
	FM307	Fire	7
	FM307 Total		7
	PIO301	EMS	1
	PIO301 Total		1
	TRN303	HazMat	1
	TRN303 Total		1
	C301	EMS	1
	C301 Total		1
CH302	EMS	1	
CH302 Total		1	
TRN305	EMS	1	
TRN305 Total		1	

Unit Station	Unit ID	Incident Type	Total
(blank) Continued	EMS302	Fire	1
	EMS302 Total		1
	C314	EMS	1
		Good Int	1
		HazMat	1
C314 Total		3	
(blank) Total			254
EMS	EMS303	EMS	2
		Good Int	1
		Pub Asst	52
	EMS303 Total		55
	C316	EMS	12
		Good Int	1
		Pub Asst	2
HazMat		2	
C316 Total		17	
EMS Total			72
Grand Total			29090

Incident Response by Apparatus

(Including Mutual Aid Given)

2018



Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Battalion Chief John Hopkins

Re: Training Division Monthly Report – January 2019

Projects/Events/Meetings/Training – BC Hopkins

- Meeting with Lt. Wiken and Logistics Manager Cordes regarding station access.
- Continue to work with BC Smith on Transition to Training BC.
- Budgeting for Training Division and Safety.
- Meeting with Fire Chief Charlton – Re: his expectation for Training Division.
- Meeting with Clackamas Community College – collaboration of joint training ventures and opportunities.
- Meeting regarding upcoming career and volunteer academies.
- Communications with CCOM on various items.
- Assisted with Callboard/Telestaff questions and concerns provided direction.
- Various Station visits.
- Attended Senior Staff meetings.
- Reviewed several Policies; making revisions as needed.
- Attended the Estacada Board meeting.
- Attended various Training Center remodel meetings.
- Reviewed injury reporting.
- Worked various Battalion Chief Shifts during the month.
- Meeting with BC Smith regarding training division.

Projects/Events/Meetings/Training – South Battalion ATO Lt. Brown

- Weekly Training Staff meetings.
- Prepare 1st quarter drill schedule.
- Probationary AO Task Book Revamp.
- Training Retreat.
- Complete I-103.
- Host Webinar: “Impact of Interior and Exterior Firefighting” with BC Burke.
- Set up Battalion Drills: US&R.
- Volunteer Drills.
- Record Rope Webinar.
- Volunteer Schedule Tactical Meeting.

Projects/Events/Meetings/Training – ATO North Battalion Lt. Walker

- Instructed the classroom portion of Maritime Fire Service Awareness to the Volunteer Academy.
- Continued Preparations for FF Academy 19-01
- Met with Neil Dietz from Sabin Skills Center to firm up dates for the class to use the training center.
- Completed needed tasks to finish out the Volunteer Academy.
- Firmed up Volunteer Academy graduation plans with Peggy Gitts-Hauck.
- Taught Hydrant taking skills during volunteer academy on a weekend they were training for their final practical skills.
- Prepped for the live fire training in Feb. for the Volunteer academy.

Projects/Events/Meetings/Training – ATO North Battalion AO Webster

- Began Volunteer Drills.
- Certified Volunteer Bailout Instructors.
- Began Suppression Volunteer Bailout Training.
- Began Gator Rack build.
- AVIDS Content Development.
- AVIDS station 16 and 19 purchase and installation process.
- Began development for Volunteer Lateral Academy 2019.
- Target Solutions Credential maintenance.

Respectfully submitted,

Battalion Chief John Hopkins

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Volunteer Services Chief Steve Deters

Re: Volunteer Services Division Monthly Report – January 2019

The following report is a breakdown of Volunteer activity in training and scheduled public events.

Fire Training

Drills in the month of January included:

- 1/02/2019 SCBA Confidence Course
- 1/03/2019 SCBA Confidence Course
- 1/12/2019 Bail Out Drill
- 1/16/2019 Crew Management in the IDLH
- 1/17/2019 Crew Management in the IDLH
- 1/23/2019 Stop the Bleed
- 1/24/2019 Stop the Bleed
- 1/30/2019 Fire Ground Scenario
- 1/31/2019 Fire Ground Scenario

EMS Training

Drills in the month of January focused on:

- 1/09/2019 EMS & the MVA Drill
- 1/20/2019 EMS & the MVA Drill

In January, the Volunteer group participated in the following Events/Meetings

- 01/05/19 Sandy Fire Annual Banquet Move Up Co.
- 01/07/19 Volunteer Association Board meeting
- 01/11/19 Fill Port a Tanks and Shuttle WT313
- 01/12/19 Burn to Learn – Beaver creek community

Recruitment

- Recruit Academy 18-01
- Skills evaluations – preparing for final exams, evaluations and live fire exercises.

Explorers

January Drills focused on:

- New Explorer Class of 2019 – Introduction to program
- 16 new Explorers

Public-Relations

- None reported.

Station Coverage

The following is a breakdown per Station that had a Duty Shift:

- Stn.12 - 16/31
- Stn.13 – 4/31
- Stn.18 – 28/31
- Rehab/Water Tender Group – 29/31

Personnel Changes

- | | |
|-------------------------------|---------------------|
| • Chaplain - JR Wheeler | Retired/Resigned |
| • VFF- Sean Boyle | Resigned |
| • VFF/EMT-B – Karley Lampman | Resigned/Hired CCFD |
| • VFF/EMT-B – Dustin Sullivan | Resigned/Hired CCFD |
| • VFF/EMT-B – Austin Thiele | Resigned/Hired CCFD |
| • VFF/EMT-B – Matt Harlan | Resigned/Hired CCFD |
| • VFF/EMT-P – Andrew Alvarez | Resigned/Hired CCFD |
| • VFF/EMT-P – Aaron Franchuk | Resigned/Hired CCFD |
| • VFF/EMT-P – Keegan Cross | Resigned/Hired CCFD |
| • VFF/EMT-B – Joey Barber | Resigned/Hired CCFD |

Respectfully submitted,

Volunteer Services Chief Steve Deters

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Facility Maintenance Manager Scott Vallance

Re: Facility Maintenance Division Monthly Report - January 2019


- Major projects during the month of January included:
 - A lot of time gathering information and putting together numbers for budget submittals.
 - Wrapped up the last of the Sonitrol installs in 5 of our stations.
 - Added battery back-up units to all of the new AVIDS systems throughout the District.
 - Had new carpet installed in the second floor hallway of Station 5.
 - Station 4 and 5 got new paint in their upstairs hallways and both stairwells.
 - Preliminary discussions, design work and quotes for the remodel of the Training Center building.

Respectfully submitted,

Facility Maintenance Manager Scott Vallance

CORRESPONDENCE

- C-1 Thank you Re: Thank you received from Debra Mason with the Clackamas Service Center for the District's support and donations during the Holiday season.
- C-2 Thank you Re: Thank you card received for a quick response time to a fire and the hard work that is done.
- C-3 Thank you Re: Thank you received from a Mom via Facebook Messenger to E301 (Lt. Ami Brown, AO Matt Davis, FF Dennis Hofmann, and FF Shawn Vial) for giving her daughter a stuffed polar bear after their car accident.
- C-4 Thank you Re: Thank you received from Sandy Fire for providing a standby crew, E313 (Volunteers Joey Danna, Adam Genskay, and Austin Thiele) while they attended their Annual Awards Banquet.



Happy New Year!

Dear Clackamas Fire Dept,

Thank you for your support this holiday season! All your donations have gone such a long way during what can be a challenging time for our members.

Thank!
you
Debra

Thank you so much
for your quick response
time to our fire on
Our Luck Lane property
We appreciate all
the hard work you
do!

Doug and Kelly
Hellyer

THU 7:26 PM



Hi- is there a way to find out which station and shift responded to my car accident on Monroe and Fuller Rd on Tuesday 1/15 at 17:10? They gave my daughter a stuffed polar bear that she hasn't put down since he firefighter handed it to her and we wanted to say thank you and let them know that she named the bear "Wreck" 😄



SANDY FIRE DISTRICT NO. 72 C-4

17460 Bruns Avenue • P.O. Box 518 Sandy, Oregon 97055

Business Phone: 503.668.8093 • Facsimile: 503.668.7941

January 28, 2019

Clackamas Fire District
Battalion Chief Steve Deters
11300 SE Fuller Rd
Milwaukie, Oregon 97222

Dear Chief,

I would like to thank you for your assistance in providing a standby crew while we attended our annual awards banquet. We appreciate the support we received from your District providing staffing and apparatus to protect our community. Stay safe and have a great year.

Sincerely,

Scott Howland
Division Chief of Operations

SAT 1/5/19
E313
Judy Danna
Adam Gensky
Austin Thiele

INFORMATIONAL ITEMS

- I-1 Helping those who help others – Tire Business
- I-2 Clackamas firefighters find crashed car in creek with body inside – KVAL
- I-3 29 people homeless after Milwaukie public-housing fire- Clackamas Review
- I-4 Oregon City celebrates completion of new Fire Station- Clackamas Review/Oregon City News

TIRE BUSINESS

©Entire Contents Copyright 2018 by Crain Communications Inc. All rights reserved.

December 17, 2018

THE TIRE DEALER'S NEWSPAPER SINCE 1983

Helping those who help others

Point S employee serves community as chaplain

By Don Detore

Tire Business Staff

PORTLAND, Ore. — As an information technology support specialist who helps service all 200-plus Point S Tire & Auto Service USA locations, Kenton Johnson spends many days trying to answer complex questions with simple answers.

For 16-plus years, Mr. Johnson has been the recipient of the “what-do-I-do phone call for folks” within the Point S family experiencing technical issues, according to Point S CEO Walter Lybeck.



Johnson

Mr. Johnson’s approach, however, is much different in his other role as a trained chaplain who provides emotional and spiritual first aid for victims or first responders involved in a traumatic incident.

Mr. Johnson, a 55-year-old ordained minister, takes paid time off from his Point S position to serve as a chaplain for three organizations: the local fire district in the Portland area, a 9-1-1 center and the Southern Baptist Disaster Relief agency.

When he’s wearing his chaplain hat, Mr. Johnson uses three simple tools: A bottle of water, a question and a tissue.

The bottle of water is meant to keep firefighters hydrated, either as they

See *Answering*, page 23



Photo courtesy of Tim Perciful, King County, Wash. Fire District No. 44

Point S employee Kenton Johnson (left) pauses to pray along with Jeff Humphrey, chaplain for Island County (Wash.) Sheriff’s Office at Oso, Wash., site of a mudslide in 2014 that took 43 lives. This photo was taken at a memorial event one year later as the pair remembered victims of the tragedy.

Industry optimist

By Miles Moore

Senior Washington F

WASHINGTON — Tire, auto and interests reacted hopefully l

tiously to two major trade made recently by President First, on Nov. 30, Pr Trump joined Canadian Minister Justin Trudeau outgoing Mexican Preside rique Pena Nieto in signi U.S.-Mexico-Canada Agr (USMCA), which is desig replace the North Americ Trade Agreement (NAFTA)

Second, on Dec. 1, the House announced that th and China would susper tariffs for 90 days while th new talks over a possibl agreement.

Also, the Trump admini

Cooper, S TBR tire i

FINDLAY, Ohio — Cooper Rubber Co. and Sailun V Co. Ltd. have agreed to s joint venture in Vietnam to the construction of a radial bus tire plant rated at more million units annually.

The proposed venture, wl quires government approva be located near Ho Chi Min Vietnam, at the site of Sailu nam’s existing operations an resents an investment of \$2. lion to \$240 million, Cooper Cooper will own 35 percen

INSIDE

USTMA forecasts 2.7 increase in 2018 for tire shipments..... 3

Hankook is revamping global corporate structure, focusing on digital 3

Retread suppliers Marangoni and form partnership.....

Turkish tire maker Brisa starts prod at smart factory.....

Answering the call to serve

Continued from page 1

wait to be dispatched to the scene or are returning to the disaster relief center after “busting their heinies for 14 hours,” he said. “They’re happy to take it. It starts a conversation.”

Next comes the most important part: He asks an open-ended question.

“I try not to be very intrusive,” he said.

Mr. Johnson asks, “Tell me how you are doing?” Or, “Have you had a chance to check in with your family?”

Those open-ended questions don’t elicit a yes-no answer.

“They tell me, ‘I’m hoping to call my wife,’” he said.

More times than not, that’s all it takes to begin the process. That, and a tissue.

“You can see that some of them are on the brink,” he said.

Mr. Johnson saw plenty of first responders and victims on the brink — or even over it — during his most recent work as a chaplain.

Mr. Johnson was called to the Paradise Camp Fire, the deadliest and most destructive fire in California history.

The blaze began on Nov. 8. By the time it was contained on Nov. 25, it had killed 86 civilians, injured 12 others and five firefighters, burning more than 150,000 acres in Northern California while leveling the town of Paradise, Calif.

As of early December, the fire incinerated or badly damaged more than 19,000 structures, including homes and businesses, causing an estimated \$7.5 billion to \$10 billion in damage.

“This was one of the worst (disasters) I have been at,” Mr. Johnson said.

Here’s how he describes the scene: “I

have never been to a wildfire that had destroyed as much and as many buildings.

... The weirdest thing for me was to drive down the main street in Paradise and see a store that you literally see ash on top of a foundation, or maybe part of a wall or a cinder brick wall, and next to it, see those big signs — those nylon or plastic banners — floating in the wind. I’m sure they got hot, but it didn’t look like it got damaged.”

He called the scene capricious.

“That’s the best word I can think of, as (the fire) would take some buildings and not others. It was a very fast-moving fire, and you would see trees that were still standing. ... Driving through downtown (Paradise), everything you see is gray or black.”

He spotted a deer that was completely black. “I’m not sure if it had fallen in ash,” he said. “It looked like a concrete deer in the yard that was painted black. I didn’t know if it was alive until it moved its head a little.”

Mr. Johnson led two groups there, one for the Southern Baptist Relief and the other for the first responders. His original task, he said, was to help repopulate Paradise and the surrounding towns.

The rain severely delayed that.

“It was a wonderful rain when I was there,” he said. “It put the fire out, but it also washed away a lot of the ash material that (contained the remains of) some of the dead.”

The former Sears store in Chico, Calif., he said, resembled the day after Christmas. Booths were bustling with activity, so victims could apply for passports, birth certificates, driver’s licenses, small-business grants, etc.

He did what he does best: Spend time with first responders, police and victims.

Some of the locals, he said, took out their frustrations on utility workers who were called to the area. “I spent a lot of time with those folks,” Mr. Johnson said. “They were busting their heinies to get their job done, and they were taking the brunt of it from a few folks.”

He is friends with three pastors in the area whose churches miraculously survived the devastation.

“The fire came right up to their property edge and stopped. It was almost like goose-bumpy stuff,” he said.

Two of three pastors lost their homes, but, he said, it was far more important for their churches to survive. “That’s where they’re going to be taking care of the community needs.”

He told another story of a church that kept 30 people safe who were unable to escape the city. “I can’t imagine going through that,” he said.

A native of the Dallas-Fort Worth area, Mr. Johnson began his journey to becoming a chaplain after he started a church in a small Oregon town in 2006, shortly after moving to the Pacific Northwest. It was there that he became friends with a deputy who later was dispatched to an accident in which a little girl was hit by a car and severely injured.

The tragedy traumatized the deputy, whose daughter resembled the injured girl. As he tried to help his friend, Mr. Johnson became inspired to help others. “The Lord just kind of bends my heart in that direction,” he said.

He soon began hundreds of hours of training that continue today.



When he isn’t serving as a chaplain, Kenton Johnson works as an information technology support specialist at Point S.

Point S photo

In the seven years since he officially became a chaplain, Mr. Johnson has been called to respond to several traumatic incidents, including:

- The Taylor Bridge fire in Cle Elum, Wash., that destroyed 61 homes and blackened 36 square miles in 2012;
- The Oso, Wash., mudslide that buried 49 homes and other structures in 2014, killing 43;
- A shooting in 2014 at nearby Reynolds High School in Troutdale, Ore., where one student was killed;
- The Okanogan Complex Fire in north-central Washington, which burned more than 304,000 acres in 2015 and claimed the lives of three firefighters; and
- The Eagle Creek fire in Oregon in 2017 that burned 50,000 acres in the Columbia River Gorge.

When Mr. Johnson was called to the Taylor Bridge fire, he wasn’t sure he had enough paid time off (PTO) remaining. Word got to Mr. Lybeck, then the company’s chief financial officer.

Soon Mr. Lybeck, who himself had

done charitable work in Mexico years earlier, created a policy whereby employees may donate their PTO to co-workers who respond to major disasters.

“It was highly impactful and emotional for me,” Mr. Lybeck said of his time in Mexico. “It changed me. ... I heard Kenton needed help, and we needed a policy to make that happen.”

Mr. Johnson said he saves PTO time in order to respond to disasters, especially for hurricane season.

“I try to be careful,” he said. “... But I know Point S has my back. If I am short, it’s good either way. That means I can go (to disasters) with confidence that my company is going to take care of me. I can’t tell you what that means to me.”

Today, Mr. Johnson mentors others who are interested in becoming chaplains. And here’s his secret:

“It’s kind of like what I do here at Point S: You’ve got to read people,” he said. “... You’ve got to know what makes a person tick. A lot of the skills are life skills. You don’t treat everybody the same way.”

Kumho simplifies buying programs, product offerings

Continued from page 1

“What I would like to do eventually, is come out with a MAP pricing strategy. But before we do that we have to do a lot of due diligence behind the scenes to see truly where we fit.”

Road Venture MT51 and KL71 mud-terrain tires and launch the Road Venture MT71.

Mr. Denlein stressed during the meeting that Kumho will continue to sell through the independent tire dealer channel, which remains the large-

“Kumho still operates Kumho, and Doublestar operates Doublestar,” he said, adding he anticipates this will remain that way for the foreseeable future.

Second, the Doublestar investment is positive for Kumho because the company now has added

stores and you have your business and show you the trends in the market, the consumer (tire) sizes.”

In addition, the company will use social media, videos and online partnerships with celebrities and sports stars such as the NBA’s John Wall

KVAL

Clackamas firefighters find crashed car in creek with body inside

Author: KVAL

Published: Friday, January 25, 2019

BORING, Ore. – Clackamas Fire District says crews found a person dead in a vehicle in Dolan Creek Friday morning.

Crews responded to the incident at 7:41 a.m. near Southeast Revenue Road and Southeast Orient Drive.

According to Clackamas Fire, the vehicle was found upside down in the water.



Clackamas Fire and emergency personnel responded to a car into a creek on Jan. 25, 2019. They found a body inside the vehicle. KATU photo.

Source: <https://kval.com/news/local/clackamas-firefighters-find-crashed-car-in-creek-with-body-inside>

Clackamas Review

29 people homeless after Milwaukie public-housing fire

Blaze at the county's Hillside Manor forces families to work with Red Cross for temporary shelter

Author: Raymond Rendleman

Published: February 06, 2019

UPDATE: Initial reports overstated the number of people displaced by this fire, and this story online has been updated with the latest count by Clackamas County officials.

Twenty-nine people in a nine-story Milwaukie public-housing complex were forced into hotels temporarily after a fire on the third floor Wednesday morning.



PHOTO COURTESY: CLACKAMAS FIRE - A Feb. 6 incident at Hillside Manor was upgraded to a commercial fire to call for additional fire trucks.

Shortly before 10:30 a.m. Feb. 6, firefighters from Clackamas Fire's Milwaukie Station 2 were dispatched to an alarm at Clackamas County Housing Authority's Hillside Manor, 2889 S.E. Hillside Court.

"As firefighters arrived, they were notified by residents that there was an active fire on the third floor and that the sprinklers were going off," said Brandon Paxton, Clackamas Fire spokesman.

Paxton said additional fire trucks responded as firefighters quickly made access to the third floor, where they shut off a sprinkler in one apartment. They were able to confine the fire to the apartment in which it started. County officials said that the resident of the unit was not home when the fire started.

As some firefighters extinguished the blaze, others conducted a thorough search to account for all residents.

One cat was rescued from the apartment and treated with high-flow oxygen, however, one cat was found dead in the apartment," Paxton said.

In the building that contains 100 apartment units, 27 adults and two children were displaced into two hotels after extensive water damage due to this fire. County officials said that 22 units suffered some level of smoke and/or water damage, rendering 17 of them uninhabitable for the near-term.

Clackamas County Behavioral Health and Trauma Intervention staff are providing displaced residents with mental health support, access to food and transportation.

County staff are still assessing the damage, but have said that efforts are underway to make "timely repairs." One of the two elevators onsite is currently out of operation due to water damage from sprinklers.

No injuries were reported, and the cause of the fire remains under investigation, Paxton said.

Source: https://pamplinmedia.com/cr/24-news/419212-322935-29-people-homeless-after-milwaukie-public-housing-fire#Advertising_1

Clackamas Review/Oregon City News

Oregon City celebrates completion of new fire station

Hilltop station protects approximately 8 square miles and serves a population of nearly 17,500 residents

Author: Raymond Rendleman

Published: February 14, 2019

On Feb. 12, Clackamas Fire held a ribbon-cutting ceremony to celebrate the construction of a new 12,400-square-foot Hilltop Fire Station 16.

Protecting approximately 8 square miles and serving a population of nearly 17,500 residents, the station is located at 19340 Molalla Ave., Oregon City.

One of the busiest stations in the district, responding to more than 3,000 calls annually, Hilltop will house a battalion chief, Truck 316 with four 24-hour firefighter/paramedics and Medic 316 with two paramedics working the busiest daytime hours for medical calls. The final \$6.6 million cost of a replacement fire station was made possible by voters approving a \$29 million general obligation bond in 2015.



The old 6,200-square-foot station was built in 1972. District officials decided to replace the previous Hilltop Fire Station 16 due to toxic mold discovered in May 2016 that made the building unsafe to inhabit.

"One of the hardest things you can do is close a community fire station, but one of the greatest things you can do is open a new

community fire station," said Fire Chief Fred Charlton during the Feb. 12 event attended by more than 100 people.

District officials began the process for designing a new station in 2016 through a request for proposals that resulted in hiring Hennebery Eddy Architects, Inc. and Emerick Construction. Firefighters stationed at Hilltop lived in modular housing on the site until [construction began in October 2017](#). Modular homes serving as the temporary fire station were relocated to Clackamas Community College's campus in Oregon City to help maintain emergency response in the area.

The construction project was enrolled in the Energy Trust of Oregon's Path to Net Zero program, incorporating energy-efficient design, passive cooling, daylight harvesting and photovoltaic renewable energy.

Clackamas Fire's Mike Corless was named captain of the new station. Oregon City resident William Gifford, a Clackamas Fire Budget Committee member, gave a speech prior to the ribbon cutting that noted an essential part of civic infrastructure is people who protect that infrastructure.

Source: <https://portlandtribune.com/cr/24-news/420034-323489-oregon-city-celebrates-completion-of-new-fire-station#>