

# Clackamas Fire District #1



## **BOARD OF DIRECTORS WORK SESSION MEETING January 24, 2019**

**(This meeting was recorded.)**

### **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 1<sup>st</sup>- 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 30<sup>th</sup> 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 28<sup>th</sup> or 29<sup>th</sup> 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.

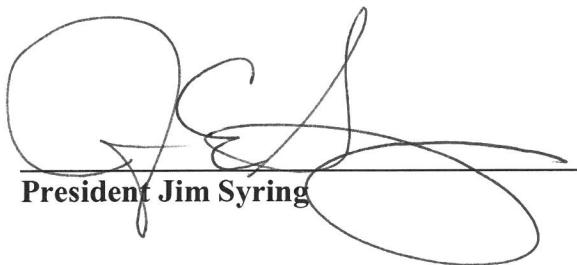
**11. Miscellaneous**

None.

**12. Adjournment**

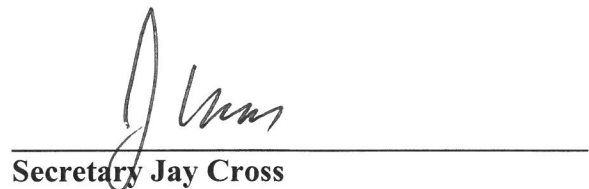
President Syring adjourned the work session at 7:49 pm.

Karen Strejc  
Executive Assistant



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**President Jim Syring**



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**Secretary Jay Cross**