



Clackamas Fire District #1

**Board Meeting
Briefing Packet**

January 27, 2020



CLACKAMAS FIRE DISTRICT #1

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To safely protect and preserve life and property

**Board of Directors' Meeting
Monday, January 27, 2020
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. PLEDGE OF ALLEGIANCE**
- III. CHANGES TO AGENDA**
- IV. APPROVAL OF MINUTES OF THE REGULAR BOARD MEETING ON
DECEMBER 16, 2019 (p. 5)**
- V. PUBLIC COMMENT** *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*
- VI. PRESENTATION – OP SANTA RECAP – Battalion Chief Deters
Presentation - Community Involvement Award – Chief Charlton**
- VII. PRESENTATION – INTTERRA SYSTEM – Division Chief Corless**
- VIII. ANNUAL MEETING OF THE MEMBER OF THE CLACKAMAS EMERGENCY
SERVICES FOUNDATION – Request Approval of Budget 2020 – Chief Charlton /
President Trotter (p. 19)**
- IX. BUSINESS – Action required**
 - B-1 Request Board Approval of Temporary and Permanent Easement with
Clackamas County – Chief Charlton (p. 22)**
 - B-2 Request Board Approval to Surplus AirShore Equipment – Captain Olson
(p. 31)**
 - B-3 Request Board Approval to Purchase Paratech Equipment – Captain Olson
(p. 34)**



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- X. 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 Review of Strategic Business Plan Update – Chief Charlton (p. 36)

OB-3 Board Committee/Liaison Reports

Capital Projects Committee – President Trotter/Director Wall

Executive Committee – Director Cross/President Trotter

Foundation Liaison – President Trotter

Joint Oversight Committee – Director Syring/President Trotter

OB-4 Board Informational Updates/Comments

Recap of Board of Directors' Work Session

XI. 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. 84)

R-1b Business Services Division – Deputy Chief Doug Whiteley (p. 86)

Financial Services – Finance Director Christina Day (p. 93)

Human Resources – Human Resources Director Trish Noble
(p. 118)

R-1b.1 Support Services – Division Chief Josh Gehrke (p. 120)

Data Services – Data Services Director Shelby Hopkins (p. 121)

Fleet Services - Fleet Director Bill Bischoff (p. 122)

Information Technology - Information Technology Director Oscar
Hicks (p. 124)

Logistics Services - Logistics Director DeAnn Cordes (p. 125)

R-1b.2 Community Services – Division Chief Brian Stewart (p. 126)

Emergency Management – Emergency Manager Gregg Ramirez
(p. 127)

Fire Marshal's Office – Battalion Chief Shawn Olson (p. 128)

R-1c Emergency Services Division – Chief Charlton

R-1c.1 Emergency Medical Services – Division Chief Bill Conway (p. 133)



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Medical Services – Battalion Chief Josh Santos (p. 134)

Health and Wellness – Health & Wellness Director Heather Goodrich (p. 140)

R-1c.2 Operations – Division Chief Mike Corless (p. 146)

Training Division – Battalion Chief Nick Browne (p. 165)

R-1c.3 Volunteer Services – Battalion Chief Steve Deters (p. 167)

Volunteer Association Report – Verbal – President Ryan Kragero

Facility Maintenance – Facilities Director Scott Vallance (p. 169)

B. Correspondence (p. 170)

C. Informational Items (p. 172)

D. Next Meeting

The next Board of Directors' meeting will be on Monday, February 24, 2020 at 6:00 pm at Mt. Scott Station 5.

XII. ADJOURNMENT

UPCOMING EVENTS:

January 30 – CFD1 Annual Awards Banquet – 5:30 pm – Abernethy Center

February 24 - Regular Board of Directors' Meeting – 6:00 pm

March 14 – Clackamas Emergency Services Foundation Auction/Dinner – 5:00 pm
Gray Gables

Clackamas Fire District #1



REGULAR BOARD OF DIRECTORS' MEETING December 16, 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 Trotter called the meeting to order at 6:00 pm.

Present: Board of Directors Jay Cross, Thomas Joseph, Jim Syring, Don Trotter, and Marilyn Wall; Fire Chief Fred Charlton; Deputy Chief Doug Whiteley; Division Chief Bill Conway; Division Chief Mike Corless; Division Chief Brian Stewart; Division Chief Josh Gehrke; Battalion Chief Nick Browne; Battalion Chief Michael Carlsen; Battalion Chief Burke Slater; Battalion Chief Josh Santos; Finance Director Christina Day; Fire Marshal Shawn Olson; Volunteer Association President Ryan Kragero; Data Systems Director Shelby Hopkins; Human Resources Director Trish Noble; Logistics Director DeAnn Cordes; Fleet Director Bill Bischoff; Facilities Director Scott Vallance; Accounting Manager Anh Le; Public Information Officer Brandon Paxton; Genoa Ingram from Court Street Consulting; Agent of Record from Wilson-Heirgood Associates Jeff Griffin; CPA Russell Ries from Jarrard, Seibert, Pollard & Co.; Citizens Chris Hawes, John Kihlstrum and Lowell Peterson; and Executive Assistant Karen Strejc.

II. PLEDGE OF ALLEGIANCE

III. CHANGES TO THE AGENDA

Chief Charlton noted that there were no changes to the agenda. He shared that a revised agenda had been distributed.

BC Deters was absent as he was working at the Operation Santa Claus warehouse.

IV. APPROVAL OF THE MINUTES FOR THE REGULAR BOARD MEETING ON NOVEMBER 18, 2019 AND THE BOARD WORK SESSION ON NOVEMBER 25, 2019.

The motion passed unanimously to approve the minutes as written for both the regular Board meeting on November 18, 2019 and the Board work session on November 25, 2019.

V. PUBLIC COMMENT

None.

VI. AWARD PRESENTATION

Chief Charlton recognized Director Wall for her 20 years of service as a Board of Director for Clackamas Fire District #1. Chief Charlton presented Director Wall with an award.

VII. PRESENTATION – ANNUAL AUDIT

CPA Russell Ries with Jarrard, Siebert, pollard & Co., shared the results from the audit of Clackamas Fire, from the fiscal year ending June 30, 2019.

Russell explained he would review information from the Management Discussion and Analysis Information section of the Audit.

Russell reported that Clackamas Fire would receive a clean and unmodified opinion on the financial statements.

Russell shared that in the back of the audit, there was a report on the minimum standards. He explained the report contained additional compliance and internal control testing for additional reports for districts or municipalities within the state of Oregon. He noted that the District was receiving a clean opinion. There were no non-compliance issues noted nor any control issues.

Russell provided an overview of the audit. He reported that the records were in great shape.

Russell thanked Finance Director Christina Day, Chief Charlton and Clackamas Fire Staff, for their work done over the year. He shared that all information was well documented. He appreciated the work that the accounting staff did.

VIII. PRESENTATION - INSURANCE RENEWAL WITH SDIS TO INCLUDE THE LONGEVITY CREDIT AND RATE LOCK GUARANTEE PROGRAM

Agent of Record Jeff Griffin with Wilson-Heirgood Associates noted that the Special Districts Association of Oregon (SDAO) sent a letter to clients prior to renewal that shared they projected the average rate increase for most districts to be 10% (8% plus inflation). Jeff noted that their budget letter in February noted a projection of rates to increase by 7% plus inflation.

Jeff shared rate information via a PowerPoint presentation.

Jeff noted that last year, the District received a 10% Best Practice credit, plus an additional one time credit of 4% for receiving special Board training.

Jeff explained that the properties went up \$16 million, but the rate did not. He explained that the liability included all the projected payroll for both Clackamas and Estacada, increasing personnel services.

Jeff explained that several years ago, they went away from a commission to a flat fee. That fee was 5%.

Jeff shared his prediction for the industry long-term. He noted four scenarios:

1. No large losses and the economy stays good and insurance companies would show a significant profit, so rates would stabilize. This would be the best case scenario.
2. The losses stay good, but the economy slows down. This could reduce rates.
3. Losses stay high nationally, but the economy stays good. This would be a similar renewal next year to what we see this year.

4. Losses stay high and the economy falls. This would have us go into an availability crisis. He shared that there were signs we may be headed in this direction.

Jeff explained that the worst case scenario for Clackamas Fire would be rate increases.

Jeff shared that several insurance agencies have pulled out of insuring fire agencies.

Jeff noted that we were inside budget this year.

Director Wall asked where the entities were going that were pulling out of servicing fire agencies. Jeff explained that they were realigning their market strategy, with many of them going into areas such as mainstream commercial or cyber liability.

Director Wall asked why the District wasn't having a reduction of premiums. Jeff shared they added payroll and services and added values on the buildings. He explained that there were no changes in values or deductibles. He also shared that the District was at appraised value.

Director Wall thanked Jeff for going above and beyond to get the District the rate that it now has. Jeff thanked the District staff for their work done.

Director Joseph thanked Jeff for getting the District the best rate possible.

IX. PRESENTATION – EMERGENCY MEDICAL SERVICES (EMS) UPDATE Car Pilot Program

DC Conway shared information regarding the Car Pilot Program 2.0.

- He explained that innovative ways had been researched to answer responses.
- The goal was to allow apparatus to remain available for priority response.
- This would be a six month pilot.
- This would be a single person response vehicle (Company Officer or Paramedic)
- He shared that that specific incident types for this car unit included:
 - Low acuity EMS incidents
 - Public assists
 - Fire alarms in businesses during the day
- The District sent a letter to the county, where they asked permission to have the single person response unit stop the clock. The AMR contract states that two people have to respond, but it also has language to allow the District to do a single person response unit.
- The launch date for this pilot would be February 15, 2020.
- It was asked how this would be dispatched. DC Corless shared that the run cards would be set up to delay a heavy apparatus from responding. The response area would be increased for that unit. The car unit will be responding from Station 4.

General EMS Update

DC Conway gave a general update on EMS matters.

- Cardiac Monitors
 - The useful life of a cardiac monitor was approximately seven to ten years.
 - The Zoll X Series is approximately six years old.

- The total replacement cost for all our cardiac monitors could reach \$1 million.
- The Fire Chief directed that a good portion of the GEMT funds be put into capital replacement to prepare for this replacement.
- Most of the agencies in Clackamas County were on the same replacement schedule. He noted how this would provide an opportunity to collaborate and standardize monitors.
- **ALS Consortium Agreement**
 - He shared that the ALS Consortium was an intergovernmental body that included Clackamas Fire, TVF&R and Lake Oswego. The agreement was between these members.
 - He explained that another consortium agreement was the intergovernmental agreement (IGA) with the county. All three members have an individual IGA with the county. This IGA stated that the District promised to have a paramedic on call within a certain amount of time. The IGA with the county for all three members expired in May 2019. The agreement was extended for six months.
 - The ALS Consortium agreement was extended an additional 12 months through December 31, 2020.

Community Medicine

BC Santos highlighted some partnerships within Community Medicine.

- **Workforce.** This helped individuals get ready to re-enter the workforce.
- **Bridges to change.** This was recovery housing. Addiction patients could go here if they needed temporary housing. This helped keep those individuals out of the 911 system. The District referred patients to them.
- **Oregon Health Authority.** They provided vaccinations (Flu, Hepatitis A and B) for the District. They also gave support to its community medicine roles.
- **Public Health.** They have helped and allocated some resources to Community Paramedic Cook with data initiatives. She had her own desk at their office.

BC Santos noted the collaboration linked between all these partnerships sets the stage for the District to have more grant options available.

Director Joseph asked who identified the individuals re-entering the workforce. BC Santos shared that they were predominately found by Project Hope. He added that once individuals were in the system, Public Health and Community Paramedic Cook helped keep them on the track to recovery.

Director Joseph asked if the District would be able to increase the budget to help more with staffing. BC Santos shared that they would like to look at increasing the Community Paramedic staff, and hoped to have a Case Manager on staff in the five-year plan.

BC Santos shared that currently, the hard part was getting individuals connected and keeping them connected with appropriate resources. He added they recognized they needed to look for sustainable funding in order to accomplish this.

Director Joseph noted the need for a backup for Community Paramedic Cook. BC Santos shared they were trying to systemize and expand on what she was doing moving forward.

BC Santos shared information about the county-wide care plan and how this plan tied into the frequent users. He noted that if the users didn't stay connected, they ended up back in the 911 system.

BC Santos noted the three protocols in play were: no transport, no dispatch, and single destination.

BC Santos shared that they were currently looking for a longer term sustainability for Community Medicine. He shared that he and Community Paramedic Cook sat on a mobile integrated health coalition and were doing some national research.

BC Santos reminded that group that in May 2019, the Ambulance Service contract expired and an extension of five years, to May 2024, was granted. He explained that in accountability of that extension, the Board of County Commissioners, tasked the EMS Council with developing a strategic plan. He went on to explain that the ASA Strategic Taskforce was born from this.

BC Santos stated that one of the 12 areas of improvement the ASA Strategic Taskforce created, was single resource response. He explained they planned three, six month pilot programs that would be single role response only.

BC Santos shared information about the three pilot programs.

- Unknown injury motor vehicle accident.
 - The District was the only agency participating in this.
 - These would be fire response only. An ambulance would not be dispatched.
 - This began on December 2nd.
 - Data would be collected each month.

- Ambulance only to Sunnyside Kaiser Campus
 - He shared that the Sunnyside Kaiser Campus had four clinics, the main hospital and the emergency room. He explained that on some days, the heavy rescue apparatus responded to that campus up to three times a day. He added that most times, the calls were transporting patients to another building within that campus.
 - An ambulance only will be dispatched for all calls except for cardiac arrest or not breathing.
 - This pilot will only be for when the patient would be in a building and under clinical staff (ex: doctor, nurse) care.
 - This was a six-month pilot program that began in December.

- Medic Unit Deployment
 - BC Santos noted that today, when the tones go off, Medic 303 and Medic 316 could be initiated with another apparatus or as a transport only. He explained that the District wasn't always able to monitor where they're at, because at some point in the call, they sometimes become the transport.

- Starting January 1st, Medic 303 and Medic 316 deployment would be changing.
- This would be a six-month pilot.
- During this pilot, Medic 303 and Medic 316, would be dispatched out of fixed locations - Station 3 and Station 16. They would be dispatched Automatic vehicle locator (AVL) closest.
- He shared that within the pilot, Medic 303 would be transporting from 8:00 am – 8:00 pm, which would be on par with Medic 316. They would be on roster with AMR from 8:00 am – 8:00 pm. At night, they would be off roster with AMR, and would be a fire first responder.
- DC Corless shared that this would be the first time, in Clackamas County that a system status plan (how AMR deploys resources) was built around two fixed fire locations.

X. PRESENTATION – SUPPLEMENTAL BUDGET

Finance Director Day shared that each year, budgets were finalized in March for the upcoming July 1st. She noted that since this was done so much earlier, before the fiscal year began, things happened between March and July 1st.

Finance Director Day listed multiple unknowns that CFD #1 had in March 2019

- The audited beginning fund balance.
 - The District didn't know if we were eligible for Ground Emergency Medical Transport (GEMT) funds or how much it would be, if eligible.
- The District wasn't talking about a Contract for Service with Estacada Fire District #69 (EFD#69).
- The District didn't know the results of spending management.

Finance Director Day shared that Oregon Revised Statute (ORS), allowed us to make changes to the budget after the budget adoption for certain circumstances.

Finance Director Day reviewed the summary of changes

- GEMT reimbursement revenues.
- Extension of EFD #69 Contract for Service.
- Adjustments were made to the revenue and beginning fund balances in fiscal year 2020, after audit completion.
- Conflagration Act expenses and Oregon State Fire Marshal (OSFM) reimbursement.
- Multiple grants have been awarded, but not yet received.
- Other smaller changes.

Finance Director Day shared some highlight information.

GEMT reimbursement

- Retroactive reimbursement for FY2017-2018 = \$1,286,155.
- Appropriate funds for:
 - State match = \$180,050. She explained that we had to front the state some money to get Federal funds later.

- State fees = \$32,409. It cost \$150,000 to have the reimbursement request calculated, submitted and filed.
- Cost of reimbursement request preparation = \$150,000
- Purchase of postponed EMS equipment = \$100,000
- Funding for postponed EMS training = \$30,000
- CAR program funding = \$70,000
- Succession/staff planning = \$120,000
- Reserve for replacement of cardiac monitors = \$603,696
 - Request for Fiscal Year 2019-2019 reimbursement in process.

Estacada Contract or Services

- Additional revenues for extension of command/control contract to December 31, 2019 = \$68,529.
- Revenues for service to be provided January 1, 2020 to June 30, 2020 = \$1,458,256.
- Corresponding expenditures to provide services to the community of Estacada, including staff salary and benefits

Grant Awards

- AFG Grant= \$317,632 for EMS power gurneys, wildland firefighter training and peer support training.
- C800 Grant= \$66,000 for tap out controller implementation.
- Community Paramedic grants. Community Paramedic Cook secured \$7,450 above what was known prior.
- CESF Grant = \$2,946 for bicycle helmets for distribution.

Conflagrations

- Deployment in October 2019 to California.
- Requesting reimbursement of \$210,800.

Transfer of Financial Services Department

- This transfer did not increase or decrease the budget, but it required supplemental budget, due to the change in appropriation method. They were previously in the Emergency Services Division, and now were in the Business Services Division.

Beginning Fund Balances

- General Fund - \$1,293,330.
 - Close-out of Capital Construction (Bond) fund. This transferred approximately \$520,000 into the General Fund.
 - Higher property tax collections. This increased the fund approximately \$500,000.
 - Spending Management. There were quite a few cuts in the budget last year. Spending Management cut \$400,000 out of the operating budget and also underspent.
 - They opted not to do a transfer out of General Fund.
 - The Equipment Replacement Fund came in lower -\$211,153.
 - Debt Service Fund = \$130,245. This came in higher due to higher tax collections.

Finance Director Day noted that the staff recommended approval of the Fiscal Year 2019-2020 Supplemental Budget, as presented in Resolution 19-07, to recognize unanticipated revenues and expenditures.

XI. BUSINESS

B-1 Request Board Approval of Annual Audit

Director Cross moved and Director Syring seconded the motion to approve the audited financial statements for the Fiscal Year 2018-2019. The motion passed unanimously.

B-2 Request Board Approval of Insurance Renewal with SDIS to Include the Longevity Credit and Rate Lock Guarantee Program

Chief Charlton thanked Jeff Griffin for walking the group through the hard work he had done to maintain the appropriate levels of insurance for all assets and that the District was spending public dollars in the most efficient means.

Director Joseph moved and Director Cross seconded the motion to approve the property/casualty insurance renewal with Special Districts Insurance Services in the amount up to \$213, 322. The motion passed unanimously.

B-3 Request Board Approval of Contract with Public Consulting Group (PCG) for Ground Emergency Medical Transport (GEMT) Consulting Services

Finance Director Day shared the process for this came around quickly and the deadlines were very tight. She shared that they worked with a consultant to determine eligibility. She explained that in order to do this, they had to file a reimbursement request. She shared that at that time, they had no knowledge about how much the District was eligible for, or if it was eligible at all. She explained that they engaged legal counsel to help determine the best course of action.

Finance Director Day noted that they hired PCG to calculate and filed a request for the costs. The contract they initially signed with them to do the calculations, was for three years, so they have one more year left in the contract.

Finance Director Day shared that in October, the District heard back from the state that it was eligible. The state then looked at the numbers and told the District how much it was eligible for in November.

Finance Director Day noted that there were very few vendors in this field. With the vendors that were talked to, it was determined that their fees for calculations were based upon how much the District received for reimbursement.

Finance Director Day shared quotes and what each company offered.

Finance Director Day requested from the Board, the ratification and final approval of the contract with Public Consulting Group (PCG) for services and approve estimated costs to develop, calculate and file Ground Emergency Medical Transportation (GEMT) reimbursement requests.

Finance Director Day confirmed this contract went through 2020.

Director Wall asked about the timeline and why the purchasing policy wasn't followed. Finance Director Day noted that it was a two-step process. She shared that back in July, when the

District was needing a company to do calculations, it was the only company the District knew of at that time, but also, staff didn't think it would be so much for the fee. Finance Director Day noted that they didn't have the data to know they needed to follow it. She added that they engaged legal counsel in the process from the beginning.

DC Conway added that when the process began, they thought we were following purchasing policy, based on the information they had from the experts. He added that the amount the District ended up receiving was much more than what was expected.

It was noted that it took six months to figure out how much money the District would receive. It was also shared the state on November 29th.

Director Cross noted that GEMT was new in Oregon. He shared that they have had a great turn over in that department at the state, and they too were trying to figure it all out.

Director Joseph suggested a backup or contingency plan for when these situations come up to give empowerment to the Chief or Executive Committee.

Chief Charlton stated that he would work with legal counsel to address staying within public contracting rules and figure out how to maneuver through this process.

Director Joseph moved and Director Syring seconded the motion to ratify the contract and give final approval of the contract with Public Consulting Group (PCG) for services and approve estimated costs to develop, calculate and file Ground Emergency Medical Transportation (GEMT) reimbursement requests for Fiscal Year 2017-2018, Fiscal Year 2018-2019 and Fiscal Year 2019-2020 eligible expenses. The motion passed unanimously.

B-4 Request Board Approval of Resolution 19-07 – Adopting and Appropriating a Supplemental Budget for Fiscal 2019-2020

Director Wall moved and President Trotter seconded the motion to approve Resolution 19-07 – Adopting and Appropriating a Supplemental Budget for Fiscal 2019-2020. The motion passed unanimously.

B-5 Request Board Approval of Revised Board Policy Manual

Chief Charlton noted that this is the fourth reading of the Fire District's Board Policy Manual for 2019. He explained that at the last Board meeting in November, there was good discussion around three areas: Section 7.2, Section 9.10 and Section 9.14. He thanked Director Wall and President Trotter for providing some of the language regarding abstaining.

President Trotter shared that he and Director Wall recommended that Section 9.10 be revised and the wording "condensed version," regarding Robert's Rules of Order be eliminated. He shared that the "condensed version," doesn't give any reasons why people could abstain. They also recommended removing the second part where it stated, "Notwithstanding the above...considered," as this is part of Robert's Rules of Order and didn't need to be in the policy manual.

President Trotter shared that he and Director Wall recommended removing where it stated, “No recusals or abstentions from Board votes shall be allowed...law,” in Section 7.2.

President Trotter noted that in Section 9.14, they recommended to remove where it stated, “or choosing not to participate...shall be allowed,” since there are many reasons for abstaining.

Director Wall moved and Director Joseph seconded the motion to approve the updated Board Policy Manual. The motion passed unanimously.

XII. OTHER BUSINESS

OB-1 Legislative Update

Lobbyist Ingram shared some information that came out of Legislative Days.

She shared that HB 3439, which wanted to create a better coordination and effective system in natural disasters, etc., changed some of the responsibilities of state agencies. She noted that this bill didn't pass, but a group of fire agencies and others were called to provide a better bill. She added that it granted rule making authority to the Department of Emergency Management in the event of a nuclear disaster. It would also set up the State Fire Marshal's office as a separate state agency, as it once was. She shared that this was of interest during last Legislative session.

OB-2 Board Committee/Liaison Reports

Executive Committee

Director Cross shared they met to discuss moving forward with the Fire Chief selection process. Director Cross noted that the committee wanted to see the job description that Chief Charlton was working under. They talked about whether they were going to have an internal selection process, external selection process or both. During these discussions, they decided they needed to have a job description and expectations first, and then they would see if there were any internal candidates that meet those requirements. Moving forward, they have asked Executive Assistant Strejc to put together work sessions to discuss this.

Director Cross stated that they need the entire Board to decide where to go with this selection process.

Chief Charlton shared staff was working through the identification of leadership competencies. He noted that there were approximately 70-75 internal and external stakeholders working on this.

President Trotter noted they would most likely have a Work Session on January 17, 2020.

Foundation Committee

President Trotter shared that the minutes from the Foundation meeting on September 26, 2019 could be found in section R-1b.

President Trotter explained that information about the dinner and auction could be found on the Foundation website.

Interagency Committee

Director Syring noted that at the meeting on December 2nd, BC Deters gave an update on the integration. He noted that the transition was a complicated process during this time, but everything seemed to be moving along. He reported that EFD #69 shared that their Board meeting was on Wednesday night this week. Estacada also shared that they were going to have a banquet as an organization in the next week or two.

Director Syring shared that they would be continuing the Joint Oversight Committee meetings on a monthly basis.

OB-3 Board Informational Updates/Comments

Director Thomas noted that they had a meeting with Clackamas River Water on December 13th. He went away with a great feeling of partnership. He felt they provided a greater service to the community after the meeting. Director Thomas shared that they now have an app to identify the fire hydrants and information related to maintaining them. At the meeting with Clackamas River Water, Fire Marshal Olson suggested reaching out to the Boring area's water district to do this as well. At that meeting, Clackamas River Water shared information about their backbone project.

Chief Charlton explained that their backbone project was an extension of their water storage capacity out to Redland and toward Beavercreek. This helped provide more firefighting water to our area. Fire Marshal Olson shared that they were going from a 6-inch main to a 16-inch main. He noted how this increased the firefighter capabilities and water hydrant flows.

President Trotter noted that the system they developed, which would tell the hydrant information was created, was done by using information the Fire District shared at a previous meeting. He expressed how this showed how talking to other groups was beneficial.

Director Joseph noted that they have asked the City of Milwaukie to give the District some portion of the affordable housing tax abatement. Chief Charlton noted that they were looking at additional abatements to support low income individuals. He added that he shared our concerns that the District was getting fewer and fewer tax dollars.

Director Cross noted that with moving forward with the Fire Chief selection, he will be advocating for the Chief and the Fire District to move more towards data driven decisions. He felt the District should strongly work on making decisions based on what the data says.

Director Wall noted that this month's main focus was on Operation Santa Claus. She mentioned that the District shouldn't forget other hallmark events, such as Feed the Hungry. She appreciated the work done by Karen and Mike Strejc. Director Wall also thanked Judy and Bill Conway for the amount of coats and blankets that they hauled in and set up for guests at the event. She appreciated their work.

IX. INFORMATIONAL ONLY

A. Divisional Reports

R-1a Chief's Report

Chief Charlton gave his time to PIO Paxton to share his report.

R-1a.1 – Public Information Office

As submitted.

PIO Paxton noted that the District was able to reunite crews with a 19 year-old patient rescued from a house fire in June. PIO Paxton noted how well the crews represented the District throughout the entire process. He shared that they received support from the Clackamas Emergency Services Foundation in the amount of \$2,000 help the family get back on their feet, as they lost everything in the devastating event.

PIO Paxton showed a news clip of the reunited crews, and Tim. It was shared that Tim was trapped in the house and the bathroom door was locked. Lt. Justin McWilliams was the Officer on the crew. A letter from Tim's mother, Tammy, was in this months' correspondence.

R -1b Business Services Division

As submitted.

DC Whiteley shared that there was a lot going on until January. He noted that DC Stewart took on the Accreditation project.

Financial Services

As submitted.

Finance Director Day thanked Accounting Manager Le for her and her staffs' work on the audit.

Finance Director Day noted that there would be an internal Finance Committee to help engage staff. Their first meeting would be January 15th.

Human Resources

As submitted.

R -1b.1 Support Services

As submitted.

DC Gehrke distributed a board report from IT Director Hicks.

Data Services

As submitted.

Data Services Director Hopkins shared the District was on the heels of going live with the ESO system. She added that training on this program was currently taking place.

Director Wall asked a question on the claims recovery portion of the report. Data Services Director Hopkins answered her question, but that she and Finance Director Day would follow up with more details.

Fleet Services

As submitted.

Director Wall asked what it meant when, in the report is stated, “Working toward apparatus standardization in Estacada.” Fleet Director Bischoff shared that they were trying to get all their rigs the same as Clackamas Fire’s in terms of hose loads, equipment, etc.

President Trotter asked about the Hoodland Fire IGA coming to an end. Fleet Director Bischoff shared that he was in the process of sending out an MOU for fleet maintenance services for an increase in hours to other agencies who have an IGA with the District. Chief Charlton noted that Hoodland Fire had reached out for a 90-day emergency IGA, because they were in immediate need. We said we would help them out on an hour by hour basis. This expired October 31st.

Logistics Services

As submitted.

Director Wall asked about the drugs reaching their expiration date, wondering if the District would lose out on them. Logistics Director Cordes noted that the District has to pay to have them disposed of.

R -1b.2 Community Services

As submitted.

Fire Marshal’s Office

As submitted.

R-1c

R-1c.1 Emergency Medical Services

EMS

As submitted.

Medical Services

As submitted.

BC Santos noted the District received two auto loaders for its gurneys. These loaders automatically load the gurneys into the ambulance.

R-1c.2 Operations

As submitted.

Director Wall noted that the mutual aid numbers show the District was being abused by other agencies.

Training

As submitted.

R.1c.3 Volunteer Services

Volunteer Association President Kragero highlighted the busy month of November.

Volunteer Association President Kragero shared that six of the volunteer firefighters were hired by CFD #1, and two more were hired by other agencies. He expressed that this was a great problem to have, but it also created new problems. He noted that they now had a need to fill spots quicker and this would also be a challenge for the budget and training.

Facilities

As submitted.

B. Correspondence

Noted.

C. Informational Items

Noted.

D. Next Meeting

The next meeting would be on Monday, January 27, 2020 at 6:00 pm at Station 5. It was noted that the meeting would be a week later than normal due to the Martin Luther King Jr. holiday.

The Work Session on January 17th would be confirmed in the near future.

President Trotter shared they had cake in the back of the room to celebrate Chief Charlton’s birthday.

X. ADJOURNMENT

The regular board meeting was adjourned at 8:32pm

Karen Strejc
Executive Assistant

President Don Trotter

Secretary Thomas Joseph

Memo

To: Board of Directors

From: Fire Chief Fred Charlton

CC:

Date: January 27, 2020

Re: Clackamas Emergency Services Foundation – Meeting of the Member

Action Requested

Request Board approval of the proposed 2020 annual operating budget for the Clackamas Emergency Services Foundation.

Background

The sole member of the Clackamas Emergency Services Foundation (Foundation) is the Board of Directors for Clackamas Fire District #1. Per the Bylaws of the Foundation, the member has the sole and exclusive right to (a) approve annual operating, cash and capital budgets; (b) appoint trustees, provide insurance and provide staff, legal and financial support; (c) appoint the Fire Chief and other employees of the District as Ex-Officio voting trustees.

A finance sub-committee was formed to review the revenues and expenditures of the Foundation and create a proposed budget. The budget was presented to the Board of Trustees at their November 26, 2019 meeting and was adopted.

Budget Implications

There are no identified budget implications at this time.

Recommendation

Request the Board approve the proposed 2020 annual operating budget for the Clackamas Emergency Services Foundation.



To safely protect and preserve life and property

CLACKAMAS FIRE DISTRICT #1

Agenda
ANNUAL MEETING OF THE MEMBER OF THE CLACKAMAS
EMERGENCY SERVICES FOUNDATION

Monday, January 27, 2020

Mt. Scott Fire Station

6:00 PM

- 1. Recess Board Meeting**
- 2. Call to Order, open meeting: Board President Don Trotter**
- 3. Discussion and Approval of Foundation 2020 Budget**
- 4. Close Annual Meeting of the Foundation**
- 5. Reconvene Board Meeting**

Clackamas Emergency Services Foundation
Financial Performance Actual - Calendar Year 2019

		2018	2019			2020	
		Actual	Budget	YTD Actual	Difference	% Used	BUDGET
Revenue:							
Fundraising							
Dinner Auction	2019	55,166.27	72,000.00	79,452.96	(7,452.96)	110.35%	109,990
	2020			1,500.00			
Payroll Contributions		7,712.50	6,800.00	6,434.00	366.00	94.62%	8,000
Operation Santa		8,729.19	-	3,862.00	(3,862.00)		5,000
General Donations		7,974.66	2,000.00	1,941.35	58.65	97.07%	2,000
Interest Income		1,163.67	500.00	2,749.35	(2,249.35)	549.87%	3,000
Misc Income		630.80	-	3,000.00	(3,000.00)		
Total Revenue		\$ 81,377.09	\$ 81,300.00	\$ 98,939.66			
Expenses:							
Fundraising Expenses:							
Dinner Auction Expenses - 2019		21,800.22	20,000.00	20,623.25	(623.25)	103.12%	
Dinner Auction Expenses - 2020				3,750.00			30,500
Operating Expenses:							
Meeting Meals			150.00	-	150.00	0.00%	150
Credit Card Fees		-	300.00	-	300.00	0.00%	150
Bank Service Charges		-	-	-	-		
Professional Fees		1,284.00	1,275.00	3,085.00	(1,810.00)	241.96%	3200
Dues & Subscriptions		-	150.00	-	150.00	0.00%	0
Advertising/Promotion		25.00	100.00	1,659.00	(1,559.00)	1659.00%	3720
Other Op Expenses		-		323.00	(323.00)		
Print/Photocopy Expenses			50.00	-	50.00	0.00%	0
Foundation Mission Related Expenses:							
Scholarships		4,250.00	5,000.00	3,750.00	1,250.00	75.00%	5000
AED Grants		7,450.00	5,000.00	1,350.00	3,650.00	27.00%	5000
Community Emergency Assistance		7,232.85	9,000.00	3,862.40	5,137.60	42.92%	12000
Operation Santa Claus		912.85	14,000.00	-	14,000.00	0.00%	14000
Community Support		17,672.42	21,000.00	23,208.22	(2,208.22)	110.52%	35000
Fire Sprinkler Grants		-	-	-	-		
Total Expenditures		\$ 60,627.34	\$ 76,025.00	\$ 61,610.87		81.04%	
NET		\$ 20,749.75	\$ 5,275.00	\$ 37,328.79			

Clackamas Fire District #1

Memo

To: Board of Directors
From: Chief Charlton
CC:
Date: January 27, 2020
Re: Oak Grove Blvd ADA Improvements Project

Action Requested

Request Board authorize the Fire Chief to enter into the County Obligation Agreement, Temporary Construction Easement and Permanent Right of Way Easement for Road Purposes with the Clackamas County Department of Transportation and Development for Oak Grove Blvd. ADA Improvements.

Background

Clackamas County Department of Transportation and Development will be completing a number of Oak Grove Blvd. ADA Improvements, which includes Project 22238 that will impact the Fire Districts' Oak Grove Community Fire Station 3 located at 2930 SE Oak Grove Blvd. This project will take place on the eastern edge of the Fire Station property to provide ADA improvements and access. The County is requesting a temporary and permanent easement to allow for the work to be completed. The County will compensate the Fire District \$500 for the temporary easement and \$2,680 for the permanent easement (Tax Lot 21E12BA04800). The Fire Districts' Board Capital Projects Committee has discussed this project and legal counsel has reviewed the agreements.

Recommendation

Staff recommends that the Board authorize the Fire Chief to enter into the County Obligation Agreement, Temporary Construction Easement and Permanent Right of Way Easement for Road Purposes with the Clackamas County Department of Transportation and Development for Oak Grove Blvd. ADA improvements.



DAN JOHNSON

DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

DEVELOPMENT SERVICES BUILDING

150 BEAVERCREEK ROAD OREGON CITY, OR 97045

December 3, 2019

File No: 15

Oak Lodge Fire Protection District #51 who took title as Oak Grove Rural Fire Protection District and unto its successors and assigns
11300 SE Fuller Rd.
Milwaukie, OR 97277

Subject: Offer to purchase easements at Tax Lot 21E12BA04800 for the Oak Grove Blvd ADA Improvements Project

Dear Property Owner,

The Clackamas County Department of Transportation and Development (the County) has planned the above mentioned Oak Grove Blvd. Americans with Disabilities Act (ADA) Improvements project (the Project). Our title research indicates that you own property located at 2930 SE Oak Grove Blvd. that will be affected by this project. Descriptions of the real property rights needed from you are attached to this letter in the forms of a Permanent Right of Way Easement for Road Purposes and a Temporary Construction Easement.

Staff has reviewed sales records of comparable properties to estimate the fair market value of the easements. A copy of the County's Administrative Determination of Just Compensation (ADJC) is included with this letter. Based on the ADJC, Clackamas County offers you the sum of **Three Thousand, One Hundred, Eighty and No/100 Dollars (\$3,180.00)** for the purchase of the needed easements.

ORS 35.346, as amended, provides a minimum 40 days from the date of this written offer for you to consider accepting or rejecting it. However, if you are in agreement, you may execute the enclosed documents at any time before the 40 day timeframe expires. This will expedite the process and help us keep the project on schedule. I am a Notary Public for the State of Oregon and am available to notarize your documents.

You also have the right to donate the easements if you wish. Should you desire to do so, I will provide you with the necessary forms and instructions. Also attached is a "Relocation Benefit Summary" statement indicating that you will not be required to move and therefore, this acquisition is not eligible for relocation benefits.

If you have any questions or concerns, please do not hesitate to call me at (503) 742-4372, contact me by email at mhoux@clackamas.us, or write to me at DTD Engineering Division, DSB Suite 325, 150 Beavercreek Rd., Oregon City, OR 97045.

Thank you for your cooperation with our efforts to improve Clackamas County.

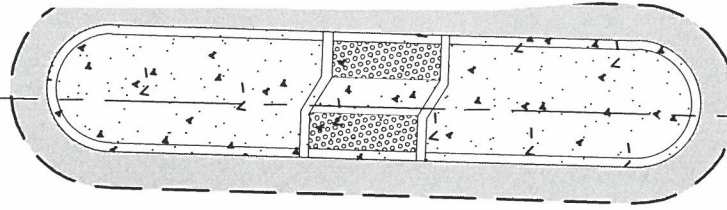
Sincerely,

Mendi Houx
Right of Way Agent, Engineering-Construction, DTD, Clackamas County

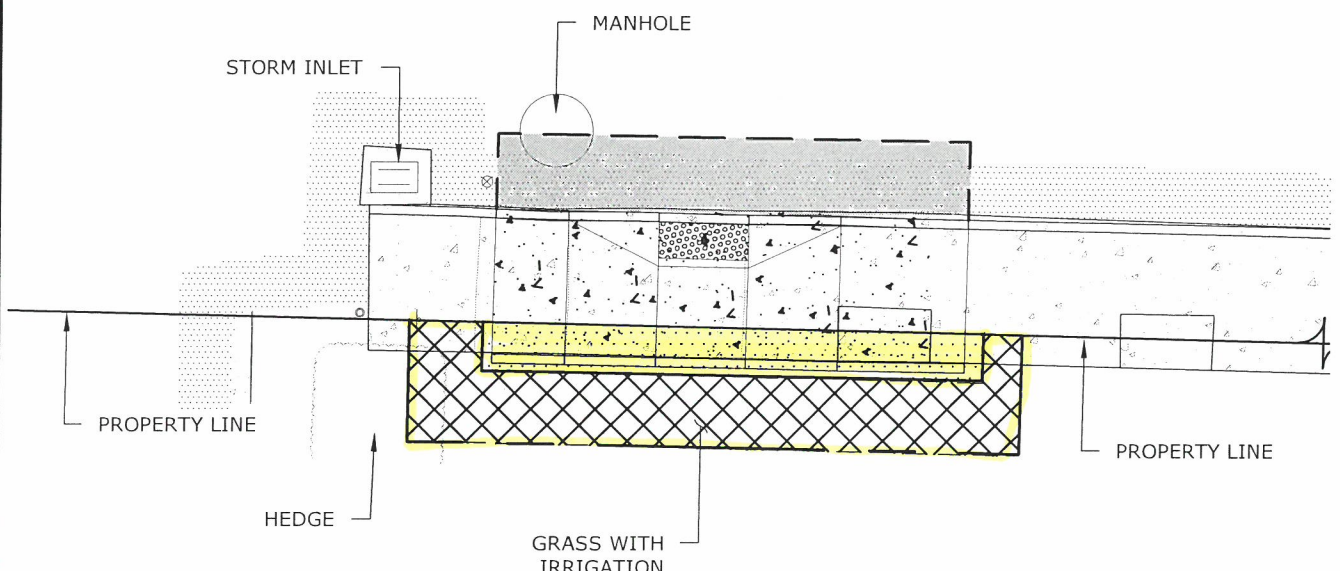
Enclosures: Easements, Offer Letter, Acquisition Summary Statement for Administrative Determination of Just Compensation, County Obligations Agreement, Relocation Benefit Summary, County Acquisition and Relocation brochures, W-9 Form, construction plan sheet

Offer Letter - Oak Grove Blvd ADA Improvements Project, File No. 15 (Oak Grove Rural Fire Protection District and unto its successors and assigns)

FILE NO. 15



SE OAK GROVE BLVD



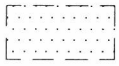
OAK LODGE FIRE PROTECTION DIST #51
DOCUMENT NO. 86-49426
21E12BA-04800
2930 SE OAK GROVE BLVD

"FIRST SUBDIVISION
OF A PORTION OF
OAK GROVE"

BLOCK 44
LOT 2



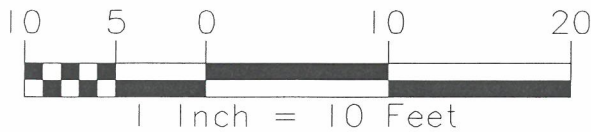
LEGEND:




- DENOTES PERMANENT RIGHT-OF-WAY EASEMENT FOR ROAD PURPOSES AREA=75 SQ FT



- DENOTES TEMPORARY CONSTRUCTION EASEMENT AREA=152 SQ FT




FILE NO. 15



CLACKAMAS COUNTY

**OAK GROVE BLVD
ADA IMPROVEMENTS**

IMPACT MAP SEPTEMBER 2019
OAK LODGE FIRE DIST #51



murraysmith

CIP Project # 22238

CLACKAMAS COUNTY DEPARTMENT OF TRANSPORTATION & DEVELOPMENT
Right of Way Section
150 Beaver Creek Rd, Oregon City, OR 97045, (503) 742-4675

COUNTY OBLIGATIONS AGREEMENT

Grantor: Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District
Project: Oak Grove Blvd ADA Improvements, 22238
Address: 11300 SE Fuller Rd. File No: 15
Milwaukie, OR 92777 Date: December 3, 2019
Situs: 2930 SE Oak Grove Blvd, Milwaukie, OR 97267

In addition to the obligations set forth in the County's 40-day offer letter dated December 3, 2019, the County, its employees, contractors, and assigns (the County) and the Grantor agree to the following terms:

1. Existing sidewalk, located partially within the proposed temporary construction easement area, will be repaired/replaced by the County's contractor, if disturbed by the project
2. If there are existing irrigation lines within the proposed permanent easement area, they will be cut and capped by the County's contractor.

Any construction lying outside of the traveled portion and shoulders but within the right-of-way of the roadway which is made for the use and benefit of the remaining property, either under the terms of this agreement or the construction plans, shall be completed in conformance with normal engineering construction practices and hereafter shall be maintained or reconstructed by the property owner.

If any of the construction or work obligated under the terms of this agreement is outside of the roadway right of way, Grantor hereby grants the County permission to enter upon Grantor's remaining property for the purpose of performing any of said construction work.

It is understood and agreed that the County's performance of this County Obligations Agreement (Agreement) shall constitute a portion of the consideration for the concurrent real property transaction evidenced by easement documents between the Grantor and the County. The Grantor shall indicate his or her intention to be bound by this Agreement by signing below. This Agreement shall not be effective or binding, however, until Grantor receives written notice from the County accepting the conveyance of the real property interests described in the 40-day offer letter dated December 3, 2019.

Subject to the conditions and limitations of the Oregon Constitution and the Oregon Tort Claims Act, the County shall indemnify, defend, and hold harmless Grantor from any loss, claim, liability and costs arising out of the acts of the County, its officers, elected officials, employees, and agents in the performance of this Agreement. This provision shall survive any termination or expiration of this Agreement.

This Agreement along with the County's initial offer of acquisition as detailed in the County's 40-Day Offer Letter dated December 3, 2019 are the entire, final, and complete agreement between the Grantor and the County pertaining to the acquisition of the easement rights, and together they supersede and replace all prior written and oral offers or agreements made between the parties.

As witnessed and agreed to by the following parties:

Grantors:

Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District

Signature

Date

Print Name and Title

Clackamas County:

Joel Howie, County Project Manager

Date

Grantor: Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District State of Oregon 11300 SE Fuller Rd. Milwaukie, OR 92777	
Grantee: Clackamas County 150 Beaver Creek Rd. Oregon City, OR 97045	
After Recording Return to: Clackamas County Engineering 150 Beaver Creek Rd. Oregon City, OR 97045	
Until a change is requested, all taxes shall be sent to: No Change	Accepted by Clackamas County by Act of the Road Official Acceptance Date: _____
Road Name: _____ DTD Rd. File No.	Authorized by Clackamas County Ordinance No. 02-2009 Project: Oak Grove Blvd ADA Improvements

TEMPORARY CONSTRUCTION EASEMENT
(Corporate or Non Profit Grantor)

For value received, Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District, (Grantor), hereby grants, bargains, sells and conveys to Clackamas County, a political subdivision of the State of Oregon, its heirs, successors and assigns, (Grantee), a temporary construction easement and right of way for the purpose of constructing improvements as a part of the Oak Grove Blvd ADA Improvements Project. This work will be performed on Grantor’s real property located in Clackamas County, State of Oregon.

Grantor’s real property is more particularly described as follows: A tract of land located in the NW 1/4 of Section 12, T2S, R1E, WM, as more particularly described by that certain Quitclaim Deed recorded on March 30, 1945 in Book 341 Page 483 in the Deed Records of Clackamas County, Oregon.

The Temporary Construction Easement is more particularly described as follows: A strip of land as described and depicted as Parcel 2 in Exhibits “A” and “B” attached hereto and by this reference made a part hereof (the Easement Area).

The true consideration for this conveyance is Five Hundred and No/100 Dollars (\$500.00).

This Temporary Construction Easement shall become effective on the date the County crew begins work on the project or the date the County issues the notice to proceed to the contractor and shall terminate six (6) months from that date, or when construction on the property is completed, whichever occurs first.

Grantee shall have the right to enter upon and utilize the Easement Area for the purposes described in this document. Grantee may remove trees, shrubs, brush, paving or other materials within the Easement Area necessary to accomplish these purposes. Grantor shall not install any improvements within the Easement Area without written approval of the Grantee, which approval will not be unreasonably withheld, prior to Grantee’s use of the Easement Area for the period of time that this Temporary Construction Easement remains in effect.

Grantee shall repair any damage to the property caused by Grantee's use of the Easement Area for the purposes described in this document. Subject to the conditions and limitations of the Oregon Constitution and the Oregon Tort Claims Act, Grantee shall indemnify, defend, and hold harmless Grantor from any loss, claim, liability and costs arising out of the acts of Grantee, it’s officers, elected officials, employees, and agents in the performance of this Agreement. This provision shall survive any termination or expiration of this Agreement.

In witness whereof, the above named Grantor has hereunto set Grantor's hand to this document on this _____ day of _____ 2020.

For Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District:

Signature

Print Name and Title

STATE OF _____)
County of _____) ss.

This instrument was signed and attested before me this _____ day of _____ 2020,
by _____ as _____

of Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District.

Notary Public for State of _____
My Commission Expires: _____

Grantor: Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District | State of Oregon

Address: 11300 SE Fuller Rd. |
Milwaukie, OR 92777 |

Grantee: Clackamas County |
150 Beaver Creek Rd. |
Oregon City, OR 97045 |

After Recording Return to: |
Clackamas County Engineering |
150 Beaver Creek Rd. |
Oregon City, OR 97045 |

Until a change is requested, |
all taxes shall be sent to: | Accepted by Clackamas County by Act of the Road Official
No Change | Acceptance Date: _____

Road Name: _____ | Authorized by Clackamas County Ordinance No. 02-2009
DTD Rd. File No. | Project: Oak Grove Blvd ADA Improvements

PERMANENT RIGHT OF WAY EASEMENT FOR ROAD PURPOSES

(Corporate or Non Profit Grantor)

For value received, Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District, (Grantor), hereby grants, bargains, sells and conveys to Clackamas County, a political subdivision of the State of Oregon, its heirs, successors and assigns, (Grantee), a permanent easement dedicated to the public for road and right of way purposes, in, under, upon, and across Grantor's real property located in Clackamas County, State of Oregon.

Grantor's real property is more particularly described as follows: A tract of land located in the NW 1/4 of Section 12, T2S, R1E, WM, more particularly described by that certain Quitclaim Deed recorded on March 30, 1945 in Book 341 Page 483 in the Deed Records of Clackamas County, Oregon.

The Permanent Right of Way Easement for Road Purposes is more particularly described as follows: A strip of land described and depicted as Parcel 1 in Exhibits "A" and "B" attached hereto and by this reference made a part hereof (the Easement Area).

The true consideration for this conveyance is Two Thousand Six Hundred Eighty and No/100 Dollars (\$2,680.00).

Grantee's rights include, but are not limited to, Grantee's right to enter upon and utilize the Easement Area for the purposes described in this document. Grantee may remove trees, shrubs, brush, paving or other materials within the Easement Area whenever necessary to accomplish these purposes.

Grantor, Grantor's heirs, successors, assigns or representatives, shall not construct or maintain any building or other structures upon the above described Easement Area.

This easement does not obligate the public or Grantee to replace landscaping or improvements of any kind placed within the Easement Area and which interfere with Grantee's use of the Easement Area for the purposes described in this document.

Statutory Land Use Disclaimer: Before signing or accepting this instrument, the person transferring fee title should inquire about the person's rights, if any, under ORS 195.300, 195.301 and 195.305 to 195.336 and Sections 5 to 11, Chapter 424, Oregon Laws 2007, Sections 2 to 9 and 17, Chapter 855, Oregon Laws 2009, and Sections 2 to 7, Chapter 8, Oregon Laws 2010. This instrument does not allow use of the property described in this instrument in violation of applicable land use laws and regulations. Before signing or accepting this instrument, the person acquiring fee title to the property should check with the appropriate city or county planning department to verify that the unit of land being transferred is a lawfully established lot or parcel, as defined in ORS 92.010 or 215.010, to verify the approved uses of the lot or parcel, to determine any limits on lawsuits against farming or forest practices, as defined in ORS 30.930, and to inquire about the rights of neighboring property owners, if any, under ORS 195.300, 195.301 and 195.305 to 195.336 and Sections 5 to 11, Chapter 424, Oregon Laws 2007, Sections 2 to 9 and 17, Chapter 855, Oregon Laws 2009, and Sections 2 to 7, Chapter 8, Oregon Laws 2010.

In witness whereof, the above named Grantor has hereunto set Grantor's hand to this document on this _____ day of _____ 2020.

Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District:

Signature

Print Name and Title

STATE OF OREGON)
) ss.
County of _____)

This instrument was signed and attested before me this _____ day of _____ 2020,
by _____ as _____

of Clackamas Rural Fire Protection District No. 1, successor by merger to Oak Lodge Rural Fire Protection District #51, successor in interest to Oak Grove Rural Fire Protection District.

Notary Public for State of _____

My Commission Expires: _____

Memo

To: Board of Directors
From: Captain Kyle Olson
CC: Chief Charlton
Division Chief Mike Corless
Battalion Chief Michael Carlsen
Date: January 27, 2020
Re: Urban Search & Rescue Team (USAR) AirShore Equipment Surplus

Action Requested

Authorize the surplus of the original Urban Areas Security Initiative (UASI) funded AirShore Rescue Struts and equipment towards the replacement of new Paratech equipment. The surplus will create a trade-in credit towards the new Paratech equipment that creates a significant cost savings that will allow our teams to continue to be fiscally responsible with the UASI funds.

Background

In 2004, Clackamas Fire received a large compliment of AirShore rescue tools from the State Fire Marshal's Office, through the State of Oregon. At that time, FEMA / Homeland Security managed the regional teams at the federal level and across the nation US&R Teams used AirShore Rescue Struts. These struts are pneumatic structurally engineered struts that are used for shoring up collapsed buildings, collapsed trenches, and stabilizing vehicles for US&R Teams to safely search and extricate victims. The AirShore brand has since deteriorated, changed ownership, and no longer is manufacturing or selling replacement struts or parts in North America. Parts are available only in China, but at extremely high prices. State and FEMA federal US&R teams have changed from AirShore struts to the Paratech Rescue Strut systems. Paratech is now the global industry standard and a majority of fire departments across the country have traded in their AirShore inventory and purchased new Paratech equipment. Portland, Gresham, TVFR, and many other fire agencies in Oregon have made this change years ago. Clackamas Fire is long overdue for addressing this deficiency.

The Fire District has an opportunity to surplus the original UASI AirShore tools and equipment as trade-in incentive with the Paratech Rescue Company to replace the large compliment of rescue struts and improve the Fire District's capabilities of its

US&R Teams. The new Paratech Equipment will be placed in service on Heavy Rescue 305, US&R 305, and Truck 316. All record keeping of all UASI equipment that is being surplus and replaced will be detailed and archived with the Logistics Division.

The list below represents the originally purchased UASI AirShore tools that will be surplus and traded in to Paratech for credit towards the new 2020 purchase. These new Paratech tools will be placed in service on Heavy Rescue 305 and US&R 305 to compliment the Clackamas Fire Urban Search & Rescue Team.

Airshore Inventory		Trade In Valid	Paratech			
Item	Quantity		Item	Quantity	Part Number	
AA Shore (13.5-17.5 in.)	6	6	Acme Thread Strut 12-15	6	22-796212	
A Shore (21-28)	6	6	Acme Thread Strut 19-25	6	22-796206	
B Shore (26-37)	6	6	Acme Thread Strut 25-36	6	22-796200	
C Shore (33-49)	4	4	Acme Thread Strut 37-58	4	22-796202	
D Shore (45-67)	6	6	Long Shore Strut 406 48-73	6	22-796730	
F Shore (83-132)	3	4	Long Shore Strut 610 72-116	3	22-796360	
6" Extension	6	6	Acme Thread Extension 6"	6	22-796017	
12" Extension	6	6	Acme Thread Extension 12"	6	22-796012	
18" Extension	6	6	Acme Thread Extension 24"	6	22-796024	
24" Extension	6	6	Long Shore Extension 235	6	22-796342	
Fixed Feet	15	15	Rigid Base 6"	15	22-796070	
Swivel Feet	18	18	Swivel Base 6"	18	22-796060	
Tripod Top	1	^	Tripod Head	1	22-796010	Tripod trade must include base a 3 clevis
Tripod Feet	3	^	Hinged Base w Anchor Ring 6"	3	22-796150	Bases must include clevis
12" /whale plates w/ pins	4	^	Hinged Base w Anchor Ring 12"	4	22-796180C	Base must include clevis
12' whales	4	^	Waler Rail 6'	8	22-796281	Discuss half at 8' waler rail
whale I-bolts	8	^	Wale Stop Blocks	8	22-796285	
Regulator 300psi	2	*	* NO Trade In Value offered on Any AIR bag accessories - However - More Credit given toward other parts of kits to complete conversion to Paratech system overall.			
Dead Man Switch	2	*				
Air Hose	4	*	^ NO Trade In value offered as no equipment was quoted on new Paratech List. However- additional credits given to assist getting complete conversion kits for the Paratech Conversion.			
Air Hose Splitters	2	*				

Known Facts

Budget Implications

For each new Paratech strut purchased, the Fire District will receive a 20% discount for each AirShore strut traded in. All of the current AirShore inventory will be surplus and traded in towards replacement Paratech equipment.

Potential Issues

A study was recently completed comparing AirShore and Paratech rescue struts. The report showed AirShore struts failed in many of the testing categories. Paratech struts were clearly stronger, more versatile, and safer for firefighters. The goal is to trade in all of the AirShore tools to avoid putting rescuers at risk.

In an effort to provide the safest and most advanced tools for the Fire District's teams, it is necessary to replace these tools.

Recommendation

The recommendation is for the Board to approve the trade-in of the old obsolete UASI AirShore tools to offset the purchase of the new Paratech equipment

Memo

To: Board of Directors
From: Captain Kyle Olson
CC: Chief Charlton
Division Chief Mike Corless
Battalion Chief Michael Carlsen
Date: January 27, 2020
Re: Urban Search & Rescue Team (USAR) AirShore Equipment Surplus

Action Requested

Authorize \$69,112 to purchase new Paratech Rescue Equipment utilizing funding from the sale of the Urban Areas Security Initiative (UASI) Heavy Squad Apparatus. This purchase and equipment will be used to continue to support Clackamas Fire's Urban Search and Rescue capabilities and mission. This approval must be authorized before January 31, 2020 to avoid a 5-10% increase in Paratech pricing. 2019 pricing has been secured until January 31, 2020.

Background

In 2004, Clackamas Fire received a large compliment of rescue tools from the State Fire Marshals' Office, through the State of Oregon. At that time, FEMA / Homeland Security managed the regional teams at the federal level and across the nation US&R Teams used AirShore Rescue Struts. These struts are pneumatic structurally engineered struts that are used for shoring up collapsed buildings, collapsed trenches, and stabilizing vehicles for US&R Teams to safely search and extricate victims. The AirShore brand has since deteriorated, changed ownership, and no longer is manufacturing or selling replacement struts or parts in North America. Parts are available only in China, but at extremely high prices.

State and FEMA federal US&R teams have changed from AirShore struts to the Paratech Rescue Strut systems. Paratech is now the global industry standard and a majority of fire departments across the country have traded in their AirShore inventory and purchased new Paratech equipment. Portland, Gresham, TVFR, and many other fire agencies in Oregon have made this change years ago. Clackamas Fire is long overdue for addressing this deficiency.

Known Facts**Policy Implications**

The Fire District needs to update current Structural Collapse, Confined Space, Trench Rescue, and Vehicle Extrication Fire Rescue Protocols when the Paratech equipment is in service and all teams have had comprehensive training

Budget Implications

The cost will be \$69,112 to replace the outdated equipment. Paratech Equipment will be purchased using funding from the sale of the UASI Pierce Heavy Squad that was sold. Funds have already been approved and allocated for purchases for UASI programs and disciplines.

Potential Issues

Recently a study was done to compare AirShore and Paratech rescue struts. The report showed AirShore struts failed in many of the testing categories. Paratech struts were clearly stronger, more versatile, and safer for firefighters. The goal is to trade in all of the Fire District's AirShore tools to avoid putting rescuers at risk.

In an effort to provide the safest and most advanced tools for firefighters, the Fire District needs to replace these tools.

Recommendation

Staff requests Board authorization of \$69,112 to purchase new Paratech Rescue Equipment utilizing funding from the sale of the Urban Areas Security Initiative (UASI) Heavy Squad Apparatus.

Memo

To: Board of Directors
From: Chief Charlton
CC:
Date: January 27, 2020
Re: Strategic Business Plan Update

Attached you will find the January 2020 updates to the Fire District's Strategic Business Plan. This document is reviewed throughout the year and brought before the Board of Directors in July and January for review. Updates found within the January 2020 document include progress reports to support Critical Tasks needed to meet our Objectives, updated Objectives, new Critical Tasks and edits to a number of Responsibilities. This document helps ensure the Fire District remains focused on our Mission, Vision, Values and Goals that guide our actions in providing the highest quality services to those throughout our community.



Clackamas Fire District #1
STRATEGIC BUSINESS PLAN

2020+19

*To Safely Protect and Preserve
Life and Property*



To Safely Protect and Preserve Life and Property

Clackamas Fire District #1
**STRATEGIC BUSINESS
PLAN 202019**

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To Safely Protect and Preserve Life and Property

January 2020~~July 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

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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.



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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 Beavercreek 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.

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- 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. In 2019, per the Clackamas County Tax Assessors' Office, there were 57,229 residential properties and 2,010 commercial properties within the Fire District boundary. 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 ~~over~~^{nearly} ~~223~~²²³ square miles— with ~~219~~ community fire stations serving nearly ~~23529~~^{23,529},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.

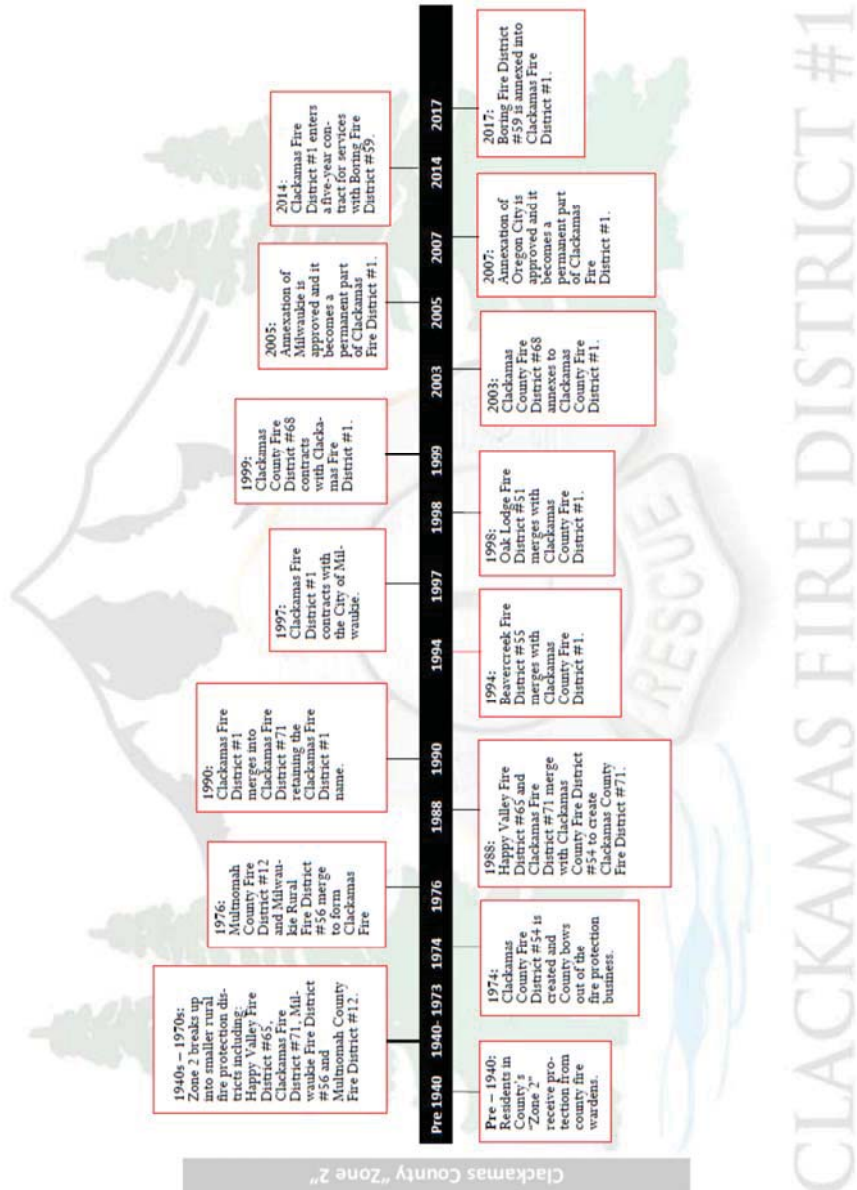
[In January 2020, the Fire District entered into an 18-month Intergovernmental Agreement in the form of a Contract for Service to Estacada Fire District #69. Estacada Fire protects 78 square miles and 15,000 residents from two community fire stations.](#)

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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.



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DEVELOPING GOALS AND OBJECTIVES

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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

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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.

~~Twice~~ Each year, ~~the~~ Fire District ~~staff~~ reviews ~~and updates the Strategic Plan.~~ ~~the prior year's action plans at its annual strategic planning retreat in September.~~ ~~This~~ ~~Each~~ review will encompass an overview of the action plans from the previous ~~year~~ review 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

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. 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.

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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 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.*"

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Goal #1 – Maintain Accredited Agency Status Improve the Fire District Organization through Accreditation

**Objective 1-1: Support Fire District Accreditation Manager
Become re-accredited by the Commission on Fire Accreditation International**

Timeline: Ongoing August 2020

Responsibility: All Divisions Business Community Services Division Chief

Critical Tasks:

1. Complete Annual Compliance Report (ACR) Submitted annually until 2020.
2. Create a succession plan for the next Accreditation Manager
1. Review and ~~Complete~~ update organizational documents
 - a. Self-Assessment Manual, Community Risk Assessment, Standard of Cover, Strategic Business Plan
2. Facilitate site visit
3. Attend accreditation hearing

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**Objective 1-2: Establish a continuous improvement process in all 10 Self Assessment Model (SAM) categories
Further integrate accreditation as part of the Fire District's continuous quality improvement efforts**

Timeline: 6-36 months

Responsibility: All Divisions Business Community Services Division Chief

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. Transition to the 9th edition of the Fire and Emergency Service Self Assessment Manual (FESSAM) before 2020 re accreditation
 1. Develop and implement a ~~workplan~~work plan for performance indicator plans and appropriate peer review team recommendations
 2. Develop after-action report for accreditation process
 3. Develop current and future accreditation team members



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Goal #2 – Reduce the Number and Consequence of Fire

Objective 2-1: Reduce consequence of fire

Timeline: Ongoing

Responsibility: Emergency Services Division

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 [through as outlined within the 2020 Annual Training Plan](#)
3. [Update and adopt the 2020 Standards of Cover \(SOC\) document](#)
4. Continually evaluate response performance data and research / implement means to ensure an adequate effective response force appropriate for the specific call type
5. Improve the reliability of suppression resources by the addition of EMS and Low Priority Response Units in targeted areas
6. 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 Marshal's Office Prevention

Critical Tasks:

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

Objective 2-3: [Continue to expand fire and life safety outreach for residential occupancies](#) [Expand fire and life safety outreach to residential occupancies](#)

Timeline: Ongoing

Responsibility: Fire Marshal's Office 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
4. [Conduct at least four side-by-side residential fire sprinkler demonstrations per year](#)
5. [Provide fire sprinkler education to local stakeholders and groups such as home owners, homeowners, associations, building officials, planning departments, realtor groups, cities and county, etc.](#)

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[as requested](#)

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

Timeline: Ongoing

Responsibility: Fire Prevention

Critical Tasks:

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 [Division](#)

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



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EMS response

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

Timeline: Ongoing

Responsibility: Emergency Services [Division](#)

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 [Division](#)

Critical Tasks:

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 [by working with partner agencies](#)
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. Utilize Intterra to optimize Fire District coverage for emergency incidents
7. Expand Community Paramedic Program
8. Expand Single-Role Paramedic deployment model in targeted areas
9. Implement and evaluate Low Priority Response Unit programs
10. Implement and evaluate alternative response plans for specific call types



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: [Business Services Division](#), Human Resources [Department](#)

Critical Tasks:

1. Collect self-identification data for all current and new hire employees

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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 [Fire 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 [Department](#), Fire [Marshal's Office](#) [Prevention](#) and Human Resources

[Department](#)

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](#)
2. [Continue participation in NW Fire Diversity Council](#)
3. [Continue support and staffing in local fire cCamps that target women and other diverse bBackgrounds for fire service recruitment](#)
3. [Expand attendance at career fairs, college campuses, tTrade schools and high schools](#)



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

Timeline: 12 months

Responsibility: Business Services Division [Chief](#)

Critical Tasks:

1. Regularly update and publish organizational charts
2. [Identify staffing needs across all divisions Annually review and update all departmental staffing analysis documents.](#)
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, goals and objectives from quarterly check-in process](#), Target Solutions, [Staff Academy](#), and cross [trainings-training at all levels](#)
6. Expand availability of development opportunities to include continuing and higher education.

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

Timeline: Ongoing

Responsibility: Health and Wellness Department~~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

Timeline: 12 months

Responsibility: Business Services~~Business Services Division~~~~Support Services and Community Services DCs / 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~~department Directors / managers / staff managers through joint internal and external leadership academies
7. Identify competencies for all job descriptions through the ~~organizational~~Organizational development~~Development~~ Committee
8. Align opportunities with needed competencies
9. Regularly review existing job descriptions to ensure they are accurate and up-to-date



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

Timeline: 6 months

Responsibility: Business Services Division, Training Department Training / Business Services / 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. Establish training program via Organizational Development Committee for roll out of new Performance evaluations
23. Provide annual-supervisor training for all supervisors through internal leadership academy along with leadership principle training in conjunction with outside partners
34. Expand supervisory and command officer training for all career / volunteer personnel

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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: Business Services Division, 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)
 1. Conduct continuity of operations training for staff and line crews.
 2. Exercise the Continuity of Operations Plan (COOP) on a quarterly basis
 3. Design, conduct and evaluate departmental exercises focused on evaluating the Fire District's ability to maintain essential functions and services during and following a large disaster
 4. Conduct internal preparedness ~~internal~~ campaigns to create a culture of individual and family resilience to disasters



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Objective 5-2: Participate in County-wide emergency planning work groups and exercise Prepare the Fire District for a regional response to a large disaster

Timeline: ~~12–24 months~~ 36 months / Ongoing

Responsibility: ~~Emergency Services~~ Business Services Division, 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~~
- ~~7. Participate as a member of the County Spill Committee~~
- ~~8. Participate in the County Natural Hazard Mitigation process~~
1. Develop, conduct and evaluate an annual full-scale disaster exercise to test and evaluate the Fire District's response capabilities and identify areas of needed growth
2. Participate in the UASI region Cascadia Rising 2020, 2021 and 2022 events
3. Participate in regional disaster preparedness committees and work groups
4. Update and/or create emergency and disaster response protocols

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

Timeline: Ongoing

Responsibility: Business Services Division, 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 Disaster Management~~
1. Conduct community presentations aimed at ensuring our residents are two weeks ready
2. Improve disaster preparedness messaging using social media and the Fire District website
3. Participate in disaster planning meetings of local response stakeholders and community groups

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Objective 5-4: Strengthen the Community Emergency Response Team (CERT) program and its mission to create disaster resilient families and communities

Timeline: Ongoing

Responsibility: Business Services Division, Emergency Manager

Critical Tasks:

1. Provide guidance and support for CERT leadership
2. Integrate CERT response capabilities into Fire Rescue Protocols (FRP's)
3. Conduct training and exercises focused on strengthening CERT's ability to support the Fire District

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Goal #6 – Communicate Effectively

Objective 6-1: Refine internal communications

Timeline: Ongoing

Responsibility: Public Fire Chief's Office, Public Information Officer

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 retreats – Board of Directors, District-wide and Volunteer Association

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Objective 6-2: Ensure communication with our citizens by continuing to develop an online social media presence and maintaining regular contact with community and civic groups

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Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer

Critical Tasks:

1. Ensure all of our neighborhood associations, community and civic groups are visited on at least a quarterly basis
2. Enhance social media presence by continuing to provide relevant fire and life safety content to gain followers
3. Continue public engagement through station tours, fire and life safety events and community gatherings.



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: Fire Chief's Office, Public Information Officer, Fire Marshal's Office~~Prevention~~

Critical Tasks:

1. Create and distribute timely and relevant fire and life safety information to the community
2. Enhance social media presence by increasing followers by 10% by July 1, 2020 across all three (Twitter, Facebook and Instagram) social platforms
3. Continue to refine our target audience and design messaging to reach those groups
4. [Adapt public education messaging to fire investigation origin and cause results](#)

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's Office, ~~Staff 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

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Objective 7-2: Continue organizational engagement in regional planning

Timeline: Ongoing

Responsibility: Fire Chief's Office

Critical Tasks:

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



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 / Departments

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 workgroups
3. Create clear expectations regarding customer service
4. Develop 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. Develop feedback opportunities for fire inspections and public education sections of the Fire District
7. Review and respond to compliments and complaints.
8. Check in on home/business owners one to two months after a fire

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

Timeline: Ongoing

Responsibility: Business Services ~~/Division,~~ Information Technology Department

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 [managed services](#), DaaS, Office365, and SophosXG
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 [through quarterly business reviews](#).
7. ~~Establish better-~~ [Continue](#) 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 /Departments

Critical Tasks:

1. [Develop systems to analyze ROI on all new projects/programs](#)
- ~~2.~~ [Utilize Quarterly Business Reviews \(QBR's\) to track and adjust for trends](#)
- ~~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 /Departments

Critical Tasks:

1. Analyze and prioritize all projects/programs [through the Budget process](#) to advance Fire District goals
2. [Establish performance goals and measures for each project/program/department](#)
- ~~2.~~ [Establish platform for continuous education and training in regards to operational needs](#)
- ~~3.~~ [Utilize technology efficiently to improve operations, communication, and collaboration](#)

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4.5. Prepare and utilize data to drive decision-making

5.6. Improve reporting and transparency of operational information

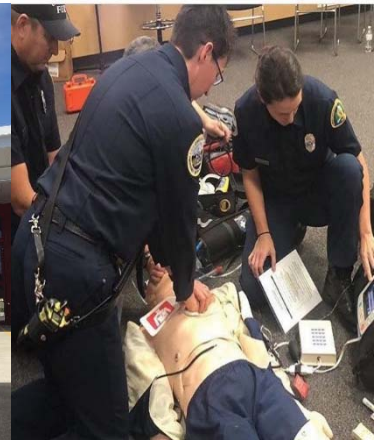
6.7. Make succession planning a ~~highest~~ priority across the organization all divisions



Clackamas Fire District #1 STRATEGIC BUSINESS PLAN

2020

*To Safely Protect and Preserve
Life and Property*



Clackamas Fire District #1

STRATEGIC BUSINESS PLAN 2020

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To Safely Protect and Preserve Life and Property

January 2020

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.



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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 Beavercreek 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.

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- 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. In 2019, per the Clackamas County Tax Assessors' Office, there were 57,229 residential properties and 2,010 commercial properties within the Fire District boundary. 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 over 225 square miles— with 21 community fire stations serving nearly 235,000 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.

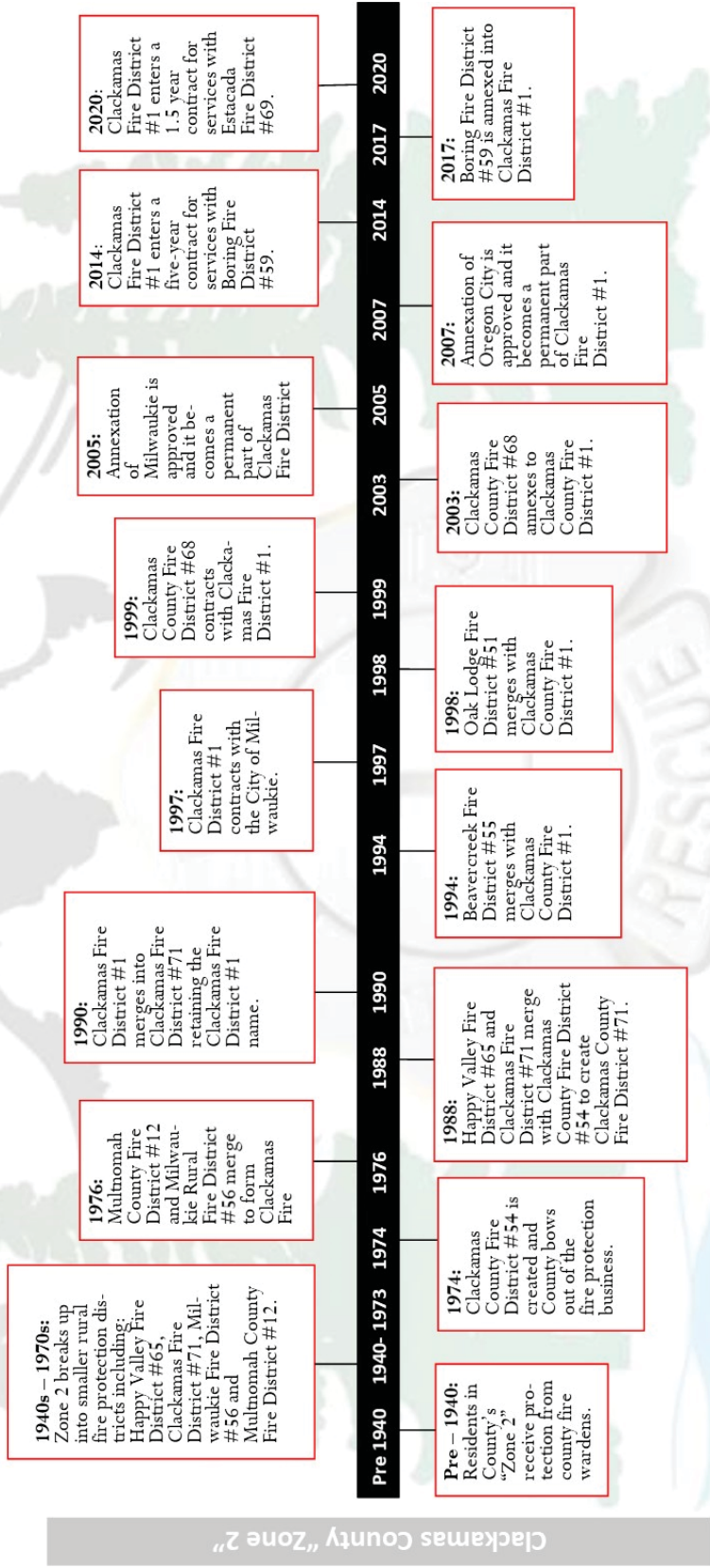
In January 2020, the Fire District entered into an 18-month Intergovernmental Agreement in the form of a Contract for Service to Estacada Fire District #69. Estacada Fire protects 78 square miles and 15,000 residents from two community fire stations.

To Safely Protect and Preserve Life and Property

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.



CLACKAMAS FIRE DISTRICT #1

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.

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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.

Twice each year, Fire District staff reviews and updates the Strategic Plan. Each review will encompass an overview of the action plans from the previous review 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

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. 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.

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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 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 – Improve the Fire District through Accreditation

Objective 1-1:

Become re-accredited by the Commission on Fire Accreditation International

Timeline: August 2020

Responsibility: Business Services Division

Critical Tasks:

1. Review and update organizational documents
 - a. Self-Assessment Manual, Community Risk Assessment, Standard of Cover, Strategic Business Plan
2. Facilitate site visit
3. Attend accreditation hearing

Objective 1-2:

Further integrate accreditation as part of the Fire District’s continuous quality improvement efforts

Timeline: 6-36 months

Responsibility: Business Services Division

Critical Task:

1. Develop and implement a work plan for performance indicator plans and appropriate peer review team recommendations
2. Develop after-action report for accreditation process
3. Develop current and future accreditation team members



Goal #2 – Reduce the Number and Consequence of Fire

Objective 2-1: Reduce consequence of fire

Timeline: Ongoing

Responsibility: Emergency Services Division

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 as outlined within the 2020 Annual Training Plan



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3. Update and adopt the 2020 Standards of Cover (SOC) document
4. Continually evaluate response performance data and research / implement means to ensure an adequate effective response force appropriate for the specific call type
5. Improve the reliability of suppression resources by the addition of EMS and Low Priority Response Units in targeted areas
6. 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 Marshal's Office

Critical Tasks:

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

Objective 2-3: Expand fire and life safety outreach to residential occupancies

Timeline: Ongoing

Responsibility: Fire Marshal's Office

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
4. Conduct at least four side-by-side residential fire sprinkler demonstrations per year
5. Provide fire sprinkler education to local stakeholders and groups such as homeowners' 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 Division

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



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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 Division

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 Division

Critical Tasks:

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 by working with partner agencies
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. Utilize Intterra to optimize Fire District coverage for emergency incidents
7. Expand Community Paramedic Program
8. Expand Single-Role Paramedic deployment model in targeted areas
9. Implement and evaluate Low Priority Response Unit programs
10. Implement and evaluate alternative response plans for specific call types



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: Business Services Division, Human Resources Department

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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 Fire 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 Department, Fire Marshal's Office and Human Resources Department

Critical Tasks:

1. Continue to support local Fire Science programs to coordinate with school curriculum
- 2.
2. Continue participation in NW Fire Diversity Council
3. Continue support and staffing in local fire camps that target women and other diverse backgrounds for fire service recruitment
3. Expand attendance at career fairs, college campuses, trade schools and high schools



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

Timeline: 12 months

Responsibility: Business Services Division

Critical Tasks:

1. Regularly update and publish organizational charts
2. Annually review and update all departmental staffing analysis documents.
3. Establish clear expectations and timelines for project completion
4. Solicit input and provide feedback
5. Implement training plans to include, goals and objectives from quarterly check-in process, Target Solutions, Staff Academy, and cross training at all levels
6. Expand availability of development opportunities to include continuing and higher education.

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

Timeline: Ongoing

Responsibility: Health and Wellness Department

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

Timeline: 12 months

Responsibility: -Business Services Division

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 department Directors / managers / staff through joint internal and external leadership academies
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: Business Services Division, Training Department

Critical Tasks:

1. Establish an annual training plan that includes training from BOLI with Human Resource

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- involvement regarding discipline, documentation, leave, harassment, civil rights and protected classes, employment law, labor relations,
2. Establish training program via Organizational Development Committee for roll out of new Performance evaluations
 - 3.. Provide supervisor training for all supervisors through internal leadership academy along with leadership principle training in conjunction with outside partners
 - 4.. 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: Business Services Division, Emergency

Manager

Critical Tasks:

1. Conduct continuity of operations training for staff and line crews.
2. Exercise the Continuity of Operations Plan (COOP) on a quarterly basis
3. Design, conduct and evaluate departmental exercises focused on evaluating the Fire District’s ability to maintain essential functions and services during and following a large disaster
4. Conduct internal preparedness campaigns to create a culture of individual and family resilience to disasters



Objective 5-2: Prepare the Fire District for a regional response to a large disaster

Timeline: 36 months / Ongoing

Responsibility: Business Services Division, Emergency Manager

Critical Tasks:

1. Develop, conduct and evaluate an annual full-scale disaster exercise to test and evaluate the Fire District’s response capabilities and identify areas of needed growth
2. Participate in the UASI region Cascadia Rising 2020, 2021 and 2022 events
3. Participate in regional disaster preparedness committees and work groups
4. Update and/or create emergency and disaster response protocols

Objective 5-3: Improve the disaster resilience of our residents

Timeline: Ongoing

Responsibility: Business Services Division, Emergency Manager

Critical Tasks:

1. Conduct community presentations aimed at ensuring our residents are two weeks ready

To Safely Protect and Preserve Life and Property

2. Improve disaster preparedness messaging using social media and the Fire District website
3. Participate in disaster planning meetings of local response stakeholders and community groups

Objective 5-4: Strengthen the Community Emergency Response Team (CERT) program and its mission to create disaster resilient families and communities

Timeline: Ongoing

Responsibility: Business Services Division, Emergency Manager

Critical Tasks:

1. Provide guidance and support for CERT leadership
2. Integrate CERT response capabilities into Fire Rescue Protocols (FRP's)
3. Conduct training and exercises focused on strengthening CERT's ability to support the Fire District

Goal #6 – Communicate Effectively

Objective 6-1: Refine internal communications

Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer

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 retreats – Board of Directors, District-wide and Volunteer Association

Objective 6-2: Ensure communication with our citizens by continuing to develop an online social media presence and maintaining regular contact with community and civic groups

Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer

Critical Tasks:

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



To Safely Protect and Preserve Life and Property

2. Enhance social media presence by continuing to provide relevant fire and life safety content to gain followers
3. Continue public engagement through station tours, fire and life safety events and community gatherings.

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: Fire Chief's Office, Public Information Officer, Fire Marshal's Office

Critical Tasks:

1. Create and distribute timely and relevant fire and life safety information to the community
2. Enhance social media presence by increasing followers by 10% by July 1, 2020 across all three (Twitter, Facebook and Instagram) social platforms
3. Continue to refine our target audience and design messaging to reach those groups
4. Adapt public education messaging to fire investigation origin and cause results

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's Office, 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's Office

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 / Departments

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 workgroups
3. Create clear expectations regarding customer service
4. Develop 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. Develop feedback opportunities for fire inspections and public education sections of the Fire District
7. Review and respond to compliments and complaints.
8. Check 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 Division, Information Technology Department

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 managed services, DaaS, Office365, and SophosXG
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 through quarterly business reviews
7. Continue communication and collaboration with end users for improved system and software use

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

To Safely Protect and Preserve Life and Property

Objective 9-1: Financial sustainability

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Develop systems to analyze ROI on all new projects/programs
2. Utilize Quarterly Business Reviews (QBR's) to track and adjust for trends
3. Promote consideration of full life-cycle costs in making investment decisions
4. Regularly update long-range financial plans and forecasts
5. Maintain adequate fund balance reserves
6. Improve reporting and transparency of financial information

Objective 9-2: Operational Sustainability

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Analyze and prioritize all projects/programs through the Budget process to advance Fire District goals
2. Establish performance goals and measures for each project/program/department
3. Establish platform for continuous education and training in regards to operational needs
4. Utilize technology efficiently to improve operations, communication, and collaboration
5. Prepare and utilize data to drive decision-making
6. Improve reporting and transparency of operational information
7. Make succession planning a priority across the organization

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 – December 2019

District or Community Events:

- Operation Santa Claus, Nov. 30-Dec. 15
- Christmas Tree Burn Demonstration with the media, Dec. 17

Earned Media (TV, Radio and Print):

Total Story Count:	119
Total Audience:	2,417,500
*Total Calculated Ad Value:	\$26,768
*Total Calculated Publicity Value:	\$80,298

*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: 10,991 Followers (10,899 in November)
- Instagram: 3,802 Followers (3,648 in November)
- Facebook: 8,828 Followers (8,381 in November)

Public Messaging and Campaigns:

- Operation Santa parades and ways to donate
- Stairclimb Team fundraiser
- Forcible entry training
- Closure of backyard burn season
- Warming Center locations within Clackamas County
- Sandbag locations within Clackamas County
- Candle safety tips
- Christmas tree safety tips
- Designating a sober driver

Meetings Attended:

- North Clackamas Chamber Public Policy, Dec. 2
- PulsePoint Subscriber Public Messaging, Dec. 3
- Award Banquet Committee, Dec. 4
- North Clackamas Chamber Giving Breakfast, Dec. 6
- Promotional and Swearing-In Planning and Script, Dec. 9
- Executive Committee, Dec. 9
- Interagency Committee, Dec. 9
- Patient and crew reunion, Dec. 10
- Good Morning Oregon City, Dec. 11
- Good Morning Damascus, Dec. 12
- Estacada Fire Website, Dec. 12
- Camp Withycombe Walk-Through, Dec. 17
- Estacada Outdoor Burning, Dec. 18
- AV/Equipment Test at Camp Withycombe, Dec. 30
- Promotional and Swearing-In meeting, Dec. 31
- BC301 and E314 attended the Boring CPO meeting on Dec. 3, 2019 and provided a fire district update on the following:
 - Estacada Fire (EFD): contract for service to begin on Jan. 1, 2020. The main station will be staffed full-time with three firefighters with a minimum of one paramedic. The George Road Station will be included in the volunteer firefighting staffing plan. Monthly meetings will continue with the Joint Oversight Committee to ensure a smooth transition.
 - Operation Santa: Parade within the Boring community on Dec. 10.

Respectfully submitted,

Captain 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 – December 2019

- Attended a Health Trust meeting.
- Met with staff regarding Station 3 easement request.
- Attended Board Interagency Committee meeting.
- Participated in local high school interview training.
- Met with former Estacada staff regarding work assignments.
- Reviewed and updated job descriptions for upcoming testing.
- Attended the Clackamas / Estacada Interagency meeting.
- Facilitated the Quarterly Staff Directors' meeting.
- Attended the Training Department planning meeting.
- Attended the post financial audit review meeting.
- Attended meetings regarding Fiscal Year 2021 budgeting.
- Reviewed and updated District policies.
- Attended Estacada Interagency Committee meeting.
- Met with staff regarding submitted staffing analysis details.
- Worked on organizational succession planning.
- Attended Estacada Fire Board meeting.
- Attended Rotary Club meetings.
- Participated in the Operation Santa Warehouse Night.
- Worked with Legal Counsel on several matters.
- Worked on Accreditation self-assessment manual documents.
- Met with Local 1159 on various matters.

Respectfully submitted,

Deputy Chief Doug Whiteley

**Clackamas Emergency Services Foundation Board of Trustees' Meeting Minutes for November 26, 2019 to follow.



CLACKAMAS EMERGENCY SERVICES FOUNDATION

11300 Southeast Fuller Road · Milwaukie, Oregon 97222 · tel: 503.742.2600 fax: 503.742.2800



MISSION STATEMENT
"To help create a safer Community."

EXECUTIVE COMMITTEE OFFICERS

Kyle Gorman
President
Jerry Kearney
Vice President
Sherie Rosenbaum
Secretary/Treasurer
Fred Charlton
Ex-Officio

TRUSTEES
Michelle Chao
Michelle Chao, LLC
Fred Charlton
CFDI
Fred Charlton
Estacada Fire District #69
Angela Fox
Clackamas Review/Oregon City News
Ron Gladney
Hotelier
Andrew Gordian
IAFF Local 1159
Kyle Gorman
Retired CFDI
John Higgins
Higgins Signs
Jerry Kearney
Volunteer Association
Frank Magdlen
Retired - US Bank
Sherri Magdlen
Director of Dev. for Search & Rescue
Ed Mura
Retired - Clackamas Co. Sheriff's Office
James Rhodes
Clackamas Co. Sheriff's Office
Sherie Rosenbaum
Stone Cliff Inn
Alex Roth
BPG Wealth Management
Don Trotter
Retired Architect
Craig Van Valkenburg
Willamette View, Inc.

HONORARY TRUSTEES

John Blanton
Rob Carnahan
Mark Cauthorn
Gordon Day
Bob Gross
Ed Kirchhofer
Jim Osterman
Harvey Platt

Meeting Minutes November 26, 2019

President Gorman called the meeting to order at 12:00 pm.

Present: Trustees Richard Beaudoin, Fred Charlton, Michelle Chao, Angela Fox, Andrew Gordian, Kyle Gorman, Jerry Kearny, Frank Magdlen, Sherri Magdlen, Ed Mura, James Rhodes, Sherie Rosenbaum, Don Trotter, Craig Van Valkenburg, Kelly Dilbeck; guests Ron O'Meara, Brinda Doyle and Jasmine Schneider; and Clackamas Fire District #1 staff Karen Strejc.

INTRODUCTIONS

Introductions were made around the room.

President Gorman thanked Jerry Kearney for providing lunch.

MINUTES

Jerry Kearny had a change to the minutes. On page five, under the Mission Statement Update, it should read, "This document included the 2025 Strategic Plan," not "the 2025 Mission Statement."

Frank Magdlen moved and Sherri Magdlen seconded the motion to approve the minutes as amended with the change noted by Jerry Kearny. The motion passed unanimously.

CORRESPONDENCE

Noted.

INFORMATIONAL ITEMS

Noted.

PRESENTATION- Meg's Moments for Life Jackets

Rob O'Meara showed a short video about the Meg's Moments for Life Jackets program and then shared background information about the program.

Rob explained they have given out over 5,000 life jackets since 2013. He shared that they provide information about water safety and how life jackets can save lives.

Rob noted that this year, 1300 jackets were given out between two events, the Oregon City Safety Fair, and an event on the 4th of July at Barton Park.

Rob explained that they were pre-ordering life jackets for next year due to a 15% tariff that would be on each life jacket beginning January 1st. US Distributing, the company who they purchase the life jackets from, offered to allow Meg's Moments to order the life jackets at the same price as last year, which was under \$10.00 each. Rob also noted that they could get the life jackets embroidered with "Meg's Moments Life Jackets" for an additional \$2.00 each. He explained that they planned to have US Distributing embroider "Meg's Moments Life Jackets" on the back of the life jacket.

Rob stated that US Distributing would store the life jackets for him when they came in. They also offered him one of their trucks to deliver the life jackets to the events.

Rob explained that generally, the life jackets were donated just within Clackamas County. Rob noted that they would be ordering all sizes of life jackets, infants to adults.

Rob asked for a donation of \$8,000 to buy 800 life jackets.

President Gorman asked Rob for permission to show the Meg's Moments video on the Foundation's Facebook Page. Rob gave permission.

Craig asked if Rob contacted other organizations for donations. Rob shared that yes, he had. He explained he had a couple events planned with restaurants. Rob reviewed some other groups who had helped. He noted that the Foundation had helped him the most.

Craig asked how much money would be needed to get life jackets to more locations. Brinda explained that \$10,000 to \$12,000 would be an amount that could be used. She shared that they had been asked to participate at other events, but they hadn't had the funds and life jackets available to participate.

Rob expressed his appreciation for the Foundation and everything that the group and Fire District had done for them.

OLD BUSINESS

Finances

Financial Report

President Gorman shared that payroll contributions had jumped. He didn't know if this was just from Clackamas Fire, or with others. Andrew shared that there had been more signing up for this at Clackamas Fire compared to last year.

Community Assistance Fund Usage

Noted.

Dinner/Auction Committee Update

Don shared that a new mission statement was listed on the Foundation's website.

Don stated that they were still looking for individuals and businesses to sponsor and donate auction items. He invited all Trustees to go to the website and review information for the auction.

Don shared that the website includes Krystle Allen's contact information. He requested that people give her the names of businesses that she could contact for the auction.

Don reported that the Dinner/Auction Committee would be meeting in the near future.

Community Support Funds Policy Draft

President Gorman noted that at the last meeting, it was brought up that there wasn't a policy for community support funds.

President Gorman drafted a policy and it had been reviewed by the Executive Committee. He brought it to the Board for discussion.

President Gorman explained that this policy was very general by design.

President Gorman explained that it cannot be adopted at the first meeting it is brought up, but can be adopted at the January meeting. He added that this group will vote on the policy at the January meeting.

It was asked that any changes or ideas be sent to President Gorman or Karen.

President Gorman thanked Jerry for his work on the website.

NEW BUSINESS

2020 Budget

Sherie showed the budget and her proposal. Her proposal would delete some items and increase others.

Sherie explained that every year, the Foundation increased the goal for fundraising efforts and last year surpassed the goal. She added that they needed to spend money to make money. She requested that the Foundation increase areas for giving out funds.

Sherie reported that the Dinner /Auction Committee had a goal of raising \$109,990. She shared the anticipated auction expenses would be \$30,500.

Sherie recommended to eliminate the following expenses:

- Operating expenses for meals. She noted that they always had a Trustee provide a meal.
- Credit card fees. She explained that with the new website, donations would be able to be made with a credit card and there will be a charge. She recommended switching this amount from \$300 to \$150.
- Dues and Subscriptions. She recommended to zero this out.
- Fees for website. She explained that fees for the website would be \$300 a month plus \$36 for Steve to maintain the website and social media. She would also recommend adding an additional \$120 for extra Facebook ads.

Sherie recommended increasing the following areas:

- Community Emergency Assistance Funds – increase from \$9,000 to \$10,000
- Operation Santa –Leave the \$14,000 as is, in case we don't have Clackamas Fire District #1's facilities next year.
- Community support – increase from \$23,000 to \$28,000. She shared that as the revenue increases, she would like the amount given in donations to increase.

Jerry asked if the four Estacada crews would have access to the Community Emergency Assistance Funds, starting in January, when the Contract for Service would begin.

President Gorman proposed a change to \$35,000 under the community support fund.

Chief Charlton mentioned the AED grants. He shared he would check with staff to see how many AEDs had been approved, noting that some of the dollars might need to be shifted.

Sherie proposed to increase the Community Emergency Assistance Funds to \$12,000.

Group discussion followed.

Craig suggested doing a quick cash flow forecast. He noted that even if auction expectations weren't met, the Foundation would break even on the budget.

Craig Van Valkenburg moved to accept the budget as amended. Frank Magdlen seconded. The motion passed unanimously.

Request for Foundation Funds

Megs Moments

Jerry Kearny made a motion that the Foundation contribute \$8,000 to Meg's Moments. Sherri Magdlen seconded the motion. Discussion followed.

Jerry Kearny amended his motion for the Foundation to contribute \$12,000 to Meg's Moments. Craig Van Valkenburg seconded the motion. The motion passed unanimously.

Sherie asked about the Big Float each year. She shared she would love to get any additional access to life jackets for that event. She noted that last year, the Big Float was after the Barton Park event. She explained that many people attend. Sherie would like to tag on additional funding to cover the Big Float event as well as Meg's Moments. Don suggested to ask Rob first, to see if they could or would be interested in doing an additional event. Sherie would help organize or organize the event. Sherie planned to contact Rob.

Feeding the Hungry

Karen shared information about the Foundation's participation in the Feeding the Hungry events twice per year. She asked for approval for funding for two Sundays for the Feed the Hungry Project in 2020, not to exceed a total of \$1,000.

Jerry Kearny made a motion to approve funding two Sundays for the Feed the Hungry Project in 2020 not to exceed a total of \$1,000. Craig Valkenburg seconded the motion. The motion passed unanimously.

GOOD OF THE ORDER

Michelle Chao shared about an event on Saturday, December 7th from 11:30 am – 2:00 pm at Fogo de Chao. This would be a meet and greet opportunity with other businesses. She shared that the Trustees could share about the Foundation at this event.

Michelle asked people to email her if they were able to attend. She shared that she had room for 88 people, and so far, only 29 people were attending.

Craig went back to Sherrie's comments about doing something more with life jackets. He brought it back to the Mission Statement of needing to show how the money goes back into the community. He suggested getting on meeting agendas for the rotaries in the area to share about the Foundation. Sherrie mentioned having t-shirts made with the Foundation's name on it. President Gorman suggested having name tags for the Trustees.

Craig noticed that more businesses were using LinkedIn for business purposes. Steve would be asked to develop a LinkedIn Page.

Don asked about the Strategic Plan Discussion.

President Gorman shared that he didn't want the Strategic Plan to lay idle. He noted that someone was in charge of each section. He explained that starting in January, as part of Old Business, he would ask for an update/progress report of each section at every meeting.

Jasmine asked what the roll of the Trustees was in Operation Santa Claus. President Gorman shared that most of the Operation Santa Claus operation work was done by Clackamas Fire District's Volunteer Association.

Jerry Kearny noted that Trustees could help at the Fire District's Family Warehouse Night. It was shared that any businesses on the Foundation could contact Steve Deters at Clackamas Fire to ask how they could help.

Jerry shared that the parade schedule would begin November 30th, and run through December 15th, and from December 15th through the 23rd, they would be working on sorting and preparing boxes of food and bags of toys for families.

Fred shared that one opportunity to help was to have an Operation Santa Claus donation barrel.

Jerry added that individuals could participate in the parades as well as runners.

Michelle brought up the Nextdoor app. She shared it is free and in each neighborhood. She explained that in her neighborhood, there are 10,000 people she can connect with.

The Operation Santa Claus Family and Friends Warehouse Night flyer will be sent to the Trustees.

NEXT MEETING

The next Foundation meeting is scheduled for Tuesday, January 28, 2020 at 12:00 pm at the Mt. Scott Fire Station. Sherri and Frank Magdlen will be providing lunch.

ADJOURNMENT

Craig Van Valkenburg moved and Sherie Rosenbaum seconded the motion to adjourn the meeting. The motion passed unanimously.

The meeting adjourned at 1:11 pm.

Karen Strejc
Executive Assistant

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Finance Director Christina Day

Re: Finance Division Monthly Report – December 2019

Below are a few highlights of activities in Financial Services for the months of December 2019 and January 2020.

- **FY19 Year-End and Audit**
 - Staff met with Auditor Russell Ries in mid-December, to review the final audit and discuss any needed process changes.
 - Annual financial statements were presented to the Board at the December 2019 Board meeting by Auditor Russell Ries.
 - Accounting Manager Le completed adjusting entries to the General Ledger and closed FY2018-2019.
 - Staff is currently working to prepare 1099 forms for distribution by the end of January 2020.
 - Accounting Manager Le is updating and preparing the Consolidated Annual Financial Report for submittal to the GFOA award program.

- **Budget**
 - The FY2020-21 budget development process has begun. Baseline operating budgets have been established for the District.
 - The District is implementing a zero-based budgeting approach for several expenses in Materials & Services, primarily focused on training/conferences and travel costs. The goal is to re-assess necessity and update cost estimates.
 - The Board of Directors approved a supplemental budget for FY2019-20 at the December Board meeting to make adjustments for unanticipated revenues. Those adjustments have been posted and are updated on the YTD Budget Report included in this months' packet.

- **Accounts Receivable**
 - GEMT – The Fire District has received reimbursement for the FY2017-18 medical transports. The funds received have been allocated toward the purchase of EMS equipment and to the Equipment Replacement Reserve Fund – 20.
 - The FY2018-19 GEMT reimbursement request has been submitted for review by the Oregon Health Authority.

- **Accounts Payable**
 - Accounts Payable staff processed 574 invoices and issued 307 checks/EFTs.

- **Estacada Integration**
 - Staff has successfully completed the transition in time-reporting and payroll calculations for former Estacada personnel.
 - Staff is working with Estacada to ensure adequate budget appropriation authority for the remainder of FY2019-2020.
 - Finance Director Day will be working with former Estacada Fire staff to establish a baseline budget for Estacada Fire as well.

- **Finance Committee**
 - The Fire District established a new advisory committee for financial matters and received a great response from interested staff. Eight people were appointed to the committee, and the first meeting was held January 15. The purpose of this committee is to engage a larger group of representative staff, in the financial management of the Fire District in order to provide education, share information and solicit input.

Looking ahead:

January 2020

- Financial update distributed to Budget Committee
- Budget development continues
- Estacada integration implemented
- GEMT desk review results available

February 2020

- Budget Work Sessions continue

March 2020

- Recruitment for Estacada Budget Committee members
- Proforma FY2020-2021 Budget prepared
- Tentative timeframe to receive FY2019-20 GEMT reimbursement

April 2020

- Proposed Budget for FY2020-21 finalized

May 2020

- May 6th – Estacada Budget Committee meeting
- May 7th – Clackamas Fire District #1 Budget Committee meeting
- May 20th – 2nd Estacada Budget Committee meeting
- May 21st – 2nd Clackamas Fire District #1 Budget Committee meeting

June 2020

- June 15th – Budget adoption hearing

Respectfully submitted,

Finance Director Christina Day

FINANCIAL REPORT – Period ending December 31, 2019 (FY2019-20)

General Fund 10

As of December 31, 2019, Fiscal Year 2019-2020 is 50.0% complete.

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

Revenues: The General Fund has received \$50,363,240 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 generating revenues of \$301,884 at 40.3% of the adjusted budget before the costs of collection are netted out. This fund has received \$218,516 in interest revenues to date. Additional revenues from contracts, and other sources total another \$1,512,694.

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

Category:	% of Budget Used
Salaries & Benefits	51.0% of Adjusted Budget
Materials & Services	46.0% of Adjusted Budget
Capital Outlay	22.0% of Adjusted Budget

Equipment Reserve Fund 20

Total expenditures in this fund equal \$0. This fund has received \$1,331 in interest and \$90,862 in surplus sales revenues to date.

Capital Projects Fund 30

Total expenditures in this fund equal \$443,657 through December 2019. There was a debt payment of \$253,294 made in December for Series 2018. This fund has received \$8,037 in interest revenues to date.

Enterprise Fund 40

Total expenditures in this fund equal \$5,189. This fund has received \$4,590 in interest revenue and \$5,350 in grant revenues for the Winter Warming Drive.

Debt Service Fund 50

This fund has received \$1,989,400 in property tax revenues this year, along with \$2,690 in interest earnings. Total expenditures in this fund equal \$502,100 for debt services through December 2019.

Bond Construction Fund 60

Total expenditures for bond project-related construction costs equal \$5,527 in December 2019. This fund has received \$67,722 in revenue.

PERS Reserve Fund 70

There are no expenditures in this fund. The fund has received \$1,195 in interest revenues to date.

Investment Activity

Short-term Investment Portfolio

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

Short-term Investments as of December 31, 2019	
Local Government Investment Pool	\$48,790,165.76
Key Bank Checking	\$1,069,982.69
Third Party Trust	\$3,000
TOTAL:	\$ 49,863,148.45

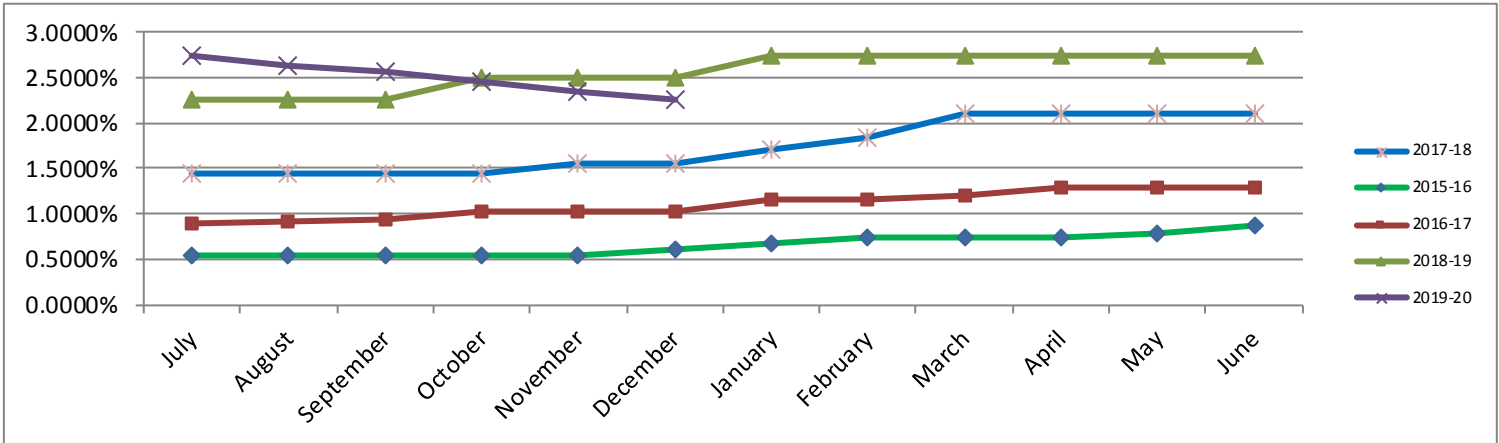
The Oregon LGIP interest rate decreased to 2.25% in December 31, 2019.

Clackamas Fire District No. 1			
LGIP Monthly Interest Rate Averages			Monthly Earnings LGIP
November	2018	2.500%	\$30,260.04
December	2018	2.500%	\$107,167.48
January	2019	2.750%	\$117,102.43
February	2019	2.750%	\$98,288.24
March	2019	2.750%	\$97,917.45
April	2019	2.750%	\$84,486.84
May	2019	2.750%	\$75,103.92
June	2019	2.750%	\$59,889.29
July	2019	2.750%	\$52,420.04
August	2019	2.640%	\$41,162.65
September	2019	2.570%	\$29,954.96
October	2019	2.450%	\$21,186.01
November	2019	2.340%	\$41,611.87
December	2019	2.250%	\$97,672.04

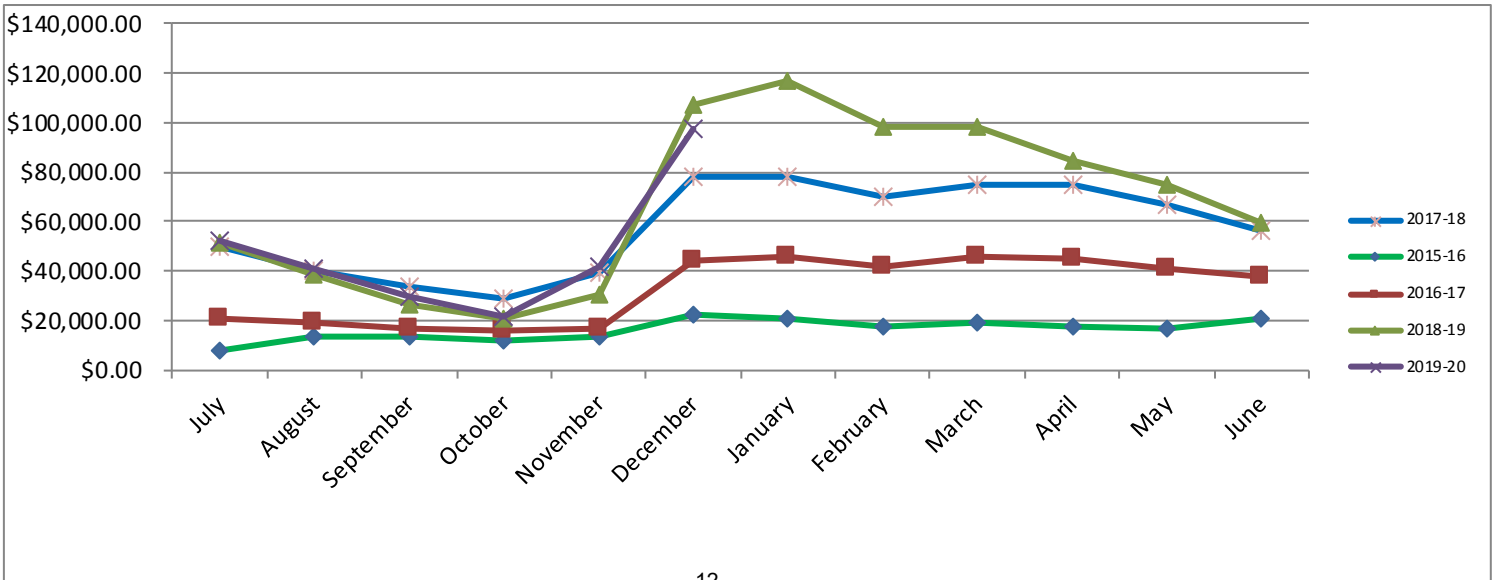
Clackamas Fire District #1

LGIP Interest Rates and Revenue

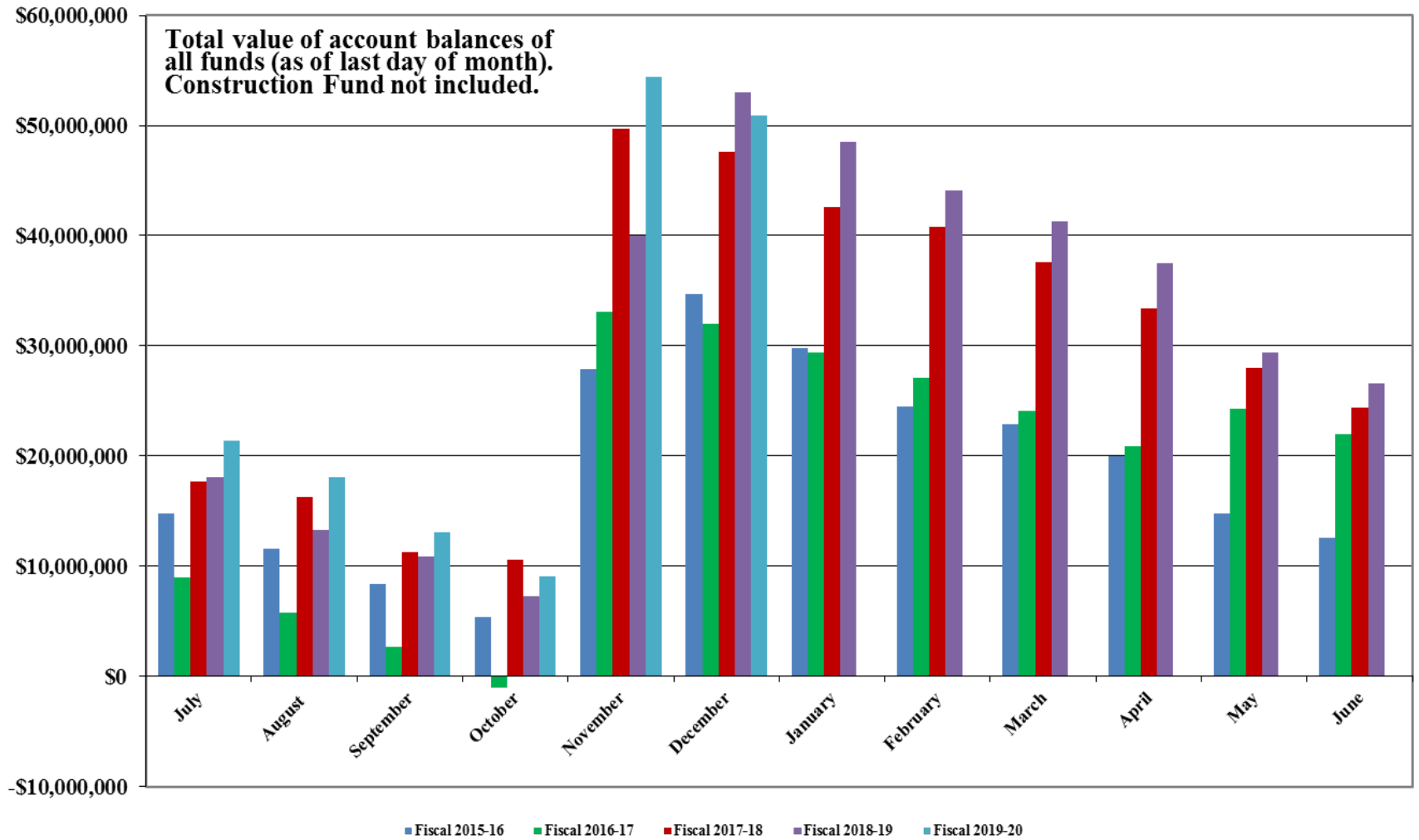
Interest Rates - Fiscal 2015-16 to Present



Interest Revenue - Fiscal 2015-16 to Present



Clackamas County Fire District #1 Account Balances by Month





01/21/2020 12:14
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Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

P 1
glytdbud

FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<u>00 Beg Fund Bal</u>						
9995 Beg Fund Bal						
-16,930,137.00	-1,293,330.00	-18,223,467.00	0.00	0.00	-18,223,467.00	.0%
TOTAL Beg Fund Bal						
-16,930,137.00	-1,293,330.00	-18,223,467.00	0.00	0.00	-18,223,467.00	.0%
<u>01 Tax Revenues</u>						
4450 Current Year Prop Taxes						
-53,481,724.00	0.00	-53,481,724.00	-49,987,995.98	0.00	-3,493,728.02	93.5%
4455 Prior Year Prop Taxes						
-1,200,000.00	0.00	-1,200,000.00	-375,243.58	0.00	-824,756.42	31.3%
4460 Other Taxes						
-8,000.00	0.00	-8,000.00	0.00	0.00	-8,000.00	.0%
TOTAL Tax Revenues						
-54,689,724.00	0.00	-54,689,724.00	-50,363,239.56	0.00	-4,326,484.44	92.1%
<u>03 Interest</u>						
4490 Investment Interest						
-350,000.00	0.00	-350,000.00	-218,515.77	0.00	-131,484.23	62.4%
TOTAL Interest						
-350,000.00	0.00	-350,000.00	-218,515.77	0.00	-131,484.23	62.4%
<u>04 Other Revenues</u>						
4500 Contract Revenue						
-232,490.00	0.00	-232,490.00	-394,010.23	0.00	161,520.23	169.5%
4510 ASA Revenue						
-135,000.00	0.00	-135,000.00	-87,296.00	0.00	-47,704.00	64.7%
4512 Medical Supply Reimb						
-70,000.00	0.00	-70,000.00	-44,270.50	0.00	-25,729.50	63.2%



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ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
4513 Other Reimbursements -200,000.00	0.00	-200,000.00	-263,238.64	0.00	63,238.64	131.6%
4538 Service Cost Recovery -200,000.00	0.00	-200,000.00	-48,113.96	0.00	-151,886.04	24.1%
4539 Conflagration Reimbursement -125,000.00	0.00	-125,000.00	-209,940.85	0.00	84,940.85	168.0%
4541 Sale of Inventory/Services/Equip 0.00	0.00	0.00	-82,271.77	0.00	82,271.77	100.0%
4545 Other Post-Employ Bene Revenue -480,000.00	0.00	-480,000.00	-301,855.12	0.00	-178,144.88	62.9%
4560 Grant Revenue -258,182.00	0.00	-258,182.00	-92,744.10	0.00	-165,437.90	35.9%
4570 Transportation Response Revenue -750,000.00	0.00	-750,000.00	-301,884.18	0.00	-448,115.82	40.3%
4571 Other Revenues -333,000.00	0.00	-333,000.00	-207,468.76	0.00	-125,531.24	62.3%
TOTAL Other Revenues -2,783,672.00	0.00	-2,783,672.00	-2,033,094.11	0.00	-750,577.89	73.0%
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05 Transfers In						
4610 Transfers from other Funds -814,984.00	0.00	-814,984.00	0.00	0.00	-814,984.00	.0%
TOTAL Transfers In -814,984.00	0.00	-814,984.00	0.00	0.00	-814,984.00	.0%
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50 Salaries						
5501 Fire Chief 193,140.00	0.00	193,140.00	97,512.12	0.00	95,627.88	50.5%
5503 Deputy Chief 354,386.00	0.00	354,386.00	155,122.33	0.00	199,263.67	43.8%
5504 Division Chief 483,255.00	0.00	483,255.00	264,615.02	0.00	218,639.98	54.8%
5505 Battalion Chief 1,848,805.00	0.00	1,848,805.00	890,410.06	0.00	958,394.94	48.2%
5506 Exempt Staff Group 1,786,096.00	0.00	1,786,096.00	904,032.64	0.00	882,063.36	50.6%



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ACCOUNTS FOR: 10 General Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
5507 Fire Inspectors	455,238.00	0.00	455,238.00	224,091.70	0.00	231,146.30	49.2%
5508 Deputy Fire Marshal Captain	233,436.00	0.00	233,436.00	116,717.51	0.00	116,718.49	50.0%
5509 Deputy Fire Marshall Lieutenan	214,160.00	0.00	214,160.00	107,080.34	0.00	107,079.66	50.0%
5510 Captain	2,562,977.00	0.00	2,562,977.00	1,187,089.97	0.00	1,375,887.03	46.3%
5512 Lieutenant	3,747,800.00	0.00	3,747,800.00	1,909,740.25	0.00	1,838,059.75	51.0%
5515 Apparatus Operator	5,642,595.00	0.00	5,642,595.00	2,776,107.13	0.00	2,866,487.87	49.2%
5520 Fire Fighter	7,108,064.00	0.00	7,108,064.00	3,525,752.36	0.00	3,582,311.64	49.6%
5525 Paramedic	266,124.00	0.00	266,124.00	131,149.31	0.00	134,974.69	49.3%
5530 Non-exempt Staff Group	1,741,651.00	0.00	1,741,651.00	819,060.29	0.00	922,590.71	47.0%
5535 Other Employee	124,906.00	0.00	124,906.00	37,453.10	0.00	87,452.90	30.0%
5540 Temporary Labor	88,385.00	0.00	88,385.00	33,034.15	0.00	55,350.85	37.4%
5545 Premium Pay	387,967.00	0.00	387,967.00	236,158.53	0.00	151,808.47	60.9%
5550 Conflagration Labor	0.00	0.00	0.00	130,420.29	0.00	-130,420.29	100.0%
5555 School Replacement	39,954.00	0.00	39,954.00	3,173.28	0.00	36,780.72	7.9%
5560 Operational Replacement	4,679,000.00	1,060,531.00	5,739,531.00	2,850,600.26	0.00	2,888,930.74	49.7%
5562 Vacation Buyback	65,000.00	0.00	65,000.00	56,412.00	0.00	8,588.00	86.8%
5563 Retirement/Separation Vacation	200,000.00	0.00	200,000.00	328,214.11	0.00	-128,214.11	164.1%
5564 Other Leave Buyback	0.00	0.00	0.00	2,754.68	0.00	-2,754.68	100.0%
5600 Overtime	362,209.88	0.00	362,209.88	173,986.96	0.00	188,222.92	48.0%
TOTAL Salaries	32,585,148.88	1,060,531.00	33,645,679.88	16,960,688.39	0.00	16,684,991.49	50.4%

60 Benefits



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ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
6620 SS/Medicare 2,488,204.00	0.00	2,488,204.00	1,157,658.84	0.00	1,330,545.16	46.5%
6640 Tri-Met Taxes 195,156.00	0.00	195,156.00	103,344.58	0.00	91,811.42	53.0%
6650 Transit Tax 3,247.00	0.00	3,247.00	0.00	0.00	3,247.00	.0%
6656 PERS Employer 7,557,678.00	0.00	7,557,678.00	3,848,710.21	0.00	3,708,967.79	50.9%
6670 Deferred Compensation 742,714.00	0.00	742,714.00	283,181.49	456,924.10	2,608.41	99.6%
6675 Unemployment 5,000.00	0.00	5,000.00	547.76	0.00	4,452.24	11.0%
6680 Life Insurance 45,000.00	0.00	45,000.00	21,696.98	16,643.95	6,659.07	85.2%
6685 Conflagration Benefits 0.00	0.00	0.00	51,588.06	0.00	-51,588.06	100.0%
6690 Café Plan Benefits 3,804,384.00	27,000.00	3,831,384.00	1,870,748.08	0.00	1,960,635.92	48.8%
6691 PEHP 332,500.00	0.00	332,500.00	164,339.31	167,200.00	960.69	99.7%
6692 Other Post-Employ Benefits 630,565.00	0.00	630,565.00	330,847.43	191,011.49	108,706.08	82.8%
6693 Health Trust 267,737.00	0.00	267,737.00	132,009.81	0.00	135,727.19	49.3%
6701 Vehicle Allowance 11,216.00	0.00	11,216.00	5,510.16	0.00	5,705.84	49.1%
6702 Tool Allowance 6,000.00	0.00	6,000.00	2,450.00	0.00	3,550.00	40.8%
6703 Cell/Tech Allowance 7,200.00	0.00	7,200.00	3,025.00	0.00	4,175.00	42.0%
6705 Workers Compensation 766,368.00	0.00	766,368.00	845,591.13	0.00	-79,223.13	110.3%
TOTAL Benefits 16,862,969.00	27,000.00	16,889,969.00	8,821,248.84	831,779.54	7,236,940.62	57.2%
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70 Materials and Servic						
7007 Depreciation Expense 0.00	0.00	0.00	-155,630.00	0.00	155,630.00	100.0%
7015 Meeting Expense 27,550.00	0.00	27,550.00	8,991.30	0.00	18,558.70	32.6%



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ACCOUNTS FOR: 10 General Fund ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
7030 Civil Service Exam Expense 6,000.00	0.00	6,000.00	178.52	0.00	5,821.48	3.0%
7035 Bank Charges 15,000.00	0.00	15,000.00	7,647.68	7,173.98	178.34	98.8%
7040 Dues & Publications 41,841.00	0.00	41,841.00	23,481.73	475.15	17,884.12	57.3%
7045 Awards & Recognitions 38,000.00	0.00	38,000.00	4,151.42	0.00	33,848.58	10.9%
7055 Operating Supply 198,420.00	232,799.00	431,219.00	156,057.79	4,365.61	270,795.60	37.2%
7065 Fire Fighting Supply 64,900.00	0.00	64,900.00	41,083.88	260.43	23,555.69	63.7%
7070 Rescue Supply 8,903.00	0.00	8,903.00	3,538.28	0.00	5,364.72	39.7%
7075 EMS Supply 241,500.00	0.00	241,500.00	137,678.69	57.80	103,763.51	57.0%
7078 Department Consumables 20,000.00	0.00	20,000.00	8,252.45	516.77	11,230.78	43.8%
7080 Fuel 232,300.00	0.00	232,300.00	115,395.91	127,955.04	-11,050.95	104.8%
7085 Uniform & Protective Eqpt 428,305.00	0.00	428,305.00	116,214.52	93,532.33	218,558.15	49.0%
7090 Office Supplies 15,900.00	0.00	15,900.00	5,710.10	-170.07	10,359.97	34.8%
7095 Software & Supplies 580,867.00	0.00	580,867.00	324,467.16	167,608.12	88,791.72	84.7%
7105 Household Goods 55,793.00	0.00	55,793.00	28,233.55	254.22	27,305.23	51.1%
7110 Professional Services 585,662.00	0.00	585,662.00	441,387.06	501,353.40	-357,078.46	161.0%
7115 Dispatch Services 1,638,160.00	0.00	1,638,160.00	876,145.50	734,245.50	27,769.00	98.3%
7116 Utilities - Natural Gas 64,109.00	0.00	64,109.00	17,193.92	7,295.00	39,620.08	38.2%
7117 Utilities - Electric 171,777.00	0.00	171,777.00	96,374.77	0.00	75,402.23	56.1%
7118 Utilities - Garbage 51,081.00	0.00	51,081.00	17,844.86	0.00	33,236.14	34.9%
7119 Utilities - Water 118,417.00	0.00	118,417.00	57,122.50	-525.87	61,820.37	47.8%
7120 Utilities - Other 135,972.00	0.00	135,972.00	61,363.14	54,782.07	19,826.79	85.4%
7122 Utilities - Telephone 336,300.00	0.00	336,300.00	213,363.49	75,283.78	47,652.73	85.8%



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ACCOUNTS FOR: 10 General Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
7130 Insurance - Property/Casualty	259,500.00	0.00	259,500.00	3,915.88	14,614.15	240,969.97	7.1%
7135 Medical Exams	240,654.00	0.00	240,654.00	81,622.27	124,093.73	34,938.00	85.5%
7140 Schools/Conferences Registrati	67,750.00	0.00	67,750.00	18,560.60	-6,000.00	55,189.40	18.5%
7141 Tuition Reimbursement	60,000.00	0.00	60,000.00	24,393.88	0.00	35,606.12	40.7%
7142 Travel Expense	21,500.00	0.00	21,500.00	9,765.26	0.00	11,734.74	45.4%
7145 Mileage Reimbursement	71,300.00	0.00	71,300.00	19,830.76	0.00	51,469.24	27.8%
7150 Volunteer Fire Fighter Exp	35,000.00	0.00	35,000.00	20,000.00	20,000.00	-5,000.00	114.3%
7155 Vehicle Maintenance	431,981.00	0.00	431,981.00	180,852.75	1,748.53	249,379.72	42.3%
7160 Equipment Maintenance	114,669.00	0.00	114,669.00	50,957.73	355.74	63,355.53	44.7%
7165 Radio Maintenance	31,250.00	0.00	31,250.00	2,693.84	113.17	28,442.99	9.0%
7170 Facility Maintenance	208,200.00	0.00	208,200.00	62,876.10	35,269.61	110,054.29	47.1%
7175 Office Equipment Maintenance	121,640.00	0.00	121,640.00	25,457.18	20,911.43	75,271.39	38.1%
7180 Computer & AV Maintenance	21,650.12	0.00	21,650.12	6,344.91	2,349.06	12,956.15	40.2%
7187 Fire Extinguisher Expense	2,500.00	0.00	2,500.00	2,981.75	0.00	-481.75	119.3%
7190 Training Expense	51,257.00	0.00	51,257.00	14,521.60	0.00	36,735.40	28.3%
7195 Public Education	67,000.00	0.00	67,000.00	6,683.41	6,496.92	53,819.67	19.7%
7205 Postage & Freight	30,000.00	0.00	30,000.00	8,963.04	165.50	20,871.46	30.4%
7210 Small Tool, Eqpts & Furnishing	39,544.00	0.00	39,544.00	10,653.41	7,461.57	21,429.02	45.8%
7215 Other Expense	0.00	0.00	0.00	180.00	0.00	-180.00	100.0%
TOTAL Materials and Servic	6,952,152.12	232,799.00	7,184,951.12	3,157,502.59	2,002,042.67	2,025,405.86	71.8%

80 Capital Outlay



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ACCOUNTS FOR: 10 General Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
8825 Fire Fighting Equipment	15,200.00	0.00	15,200.00	3,870.68	0.00	11,329.32	25.5%
8835 EMS & Rescue Equipment	0.00	0.00	0.00	3,907.19	49,451.78	-53,358.97	100.0%
8845 Communications Equipment	7,000.00	0.00	7,000.00	0.00	0.00	7,000.00	.0%
8860 Facility Improvement	49,700.00	0.00	49,700.00	7,454.84	0.00	42,245.16	15.0%
8870 Furniture, Appliances & Tools	1,000.00	0.00	1,000.00	1,197.98	0.00	-197.98	119.8%
8890 Computer & AV Equipment	117,245.00	0.00	117,245.00	25,241.26	28,007.70	63,996.04	45.4%
TOTAL Capital Outlay	190,145.00	0.00	190,145.00	41,671.95	77,459.48	71,013.57	62.7%
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85 Debt Service							
9916 Debt Service Principal	1,135,000.00	0.00	1,135,000.00	0.00	1,135,000.00	0.00	100.0%
9917 Debt Service Interest	749,955.00	0.00	749,955.00	374,068.34	375,886.66	0.00	100.0%
TOTAL Debt Service	1,884,955.00	0.00	1,884,955.00	374,068.34	1,510,886.66	0.00	100.0%
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99 End Fund Balance							
9910 Contingency	1,415,435.00	0.00	1,415,435.00	0.00	0.00	1,415,435.00	.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	14,650,711.00	0.00	14,650,711.00	0.00	0.00	14,650,711.00	.0%
TOTAL End Fund Balance	17,066,146.00	0.00	17,066,146.00	0.00	0.00	17,066,146.00	.0%
TOTAL General Fund	-27,001.00	27,000.00	-1.00	-23,259,669.33	4,422,168.35	18,837,499.98	%
TOTAL REVENUES	-75,568,517.00	-1,293,330.00	-76,861,847.00	-52,614,849.44	0.00	-24,246,997.56	
TOTAL EXPENSES	75,541,516.00	1,320,330.00	76,861,846.00	29,355,180.11	4,422,168.35	43,084,497.54	



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ACCOUNTS FOR: 20 Equipment Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<u>00 Beg Fund Bal</u>							
9995 Beg Fund Bal	-798,244.00	-36,886.00	-835,130.00	0.00	0.00	-835,130.00	.0%
TOTAL Beg Fund Bal	-798,244.00	-36,886.00	-835,130.00	0.00	0.00	-835,130.00	.0%
<u>03 Interest</u>							
4490 Investment Interest	-3,000.00	0.00	-3,000.00	-1,330.65	0.00	-1,669.35	44.4%
TOTAL Interest	-3,000.00	0.00	-3,000.00	-1,330.65	0.00	-1,669.35	44.4%
<u>04 Other Revenues</u>							
4540 Sale of Surplus	-15,000.00	0.00	-15,000.00	-90,861.76	0.00	75,861.76	605.7%
TOTAL Other Revenues	-15,000.00	0.00	-15,000.00	-90,861.76	0.00	75,861.76	605.7%
<u>80 Capital Outlay</u>							
8825 Fire Fighting Equipment	445,000.00	18,443.00	463,443.00	0.00	318,482.20	144,960.80	68.7%
8835 EMS & Rescue Equipment	0.00	18,443.00	18,443.00	0.00	0.00	18,443.00	.0%
TOTAL Capital Outlay	445,000.00	36,886.00	481,886.00	0.00	318,482.20	163,403.80	66.1%
<u>90 Transfers Out</u>							



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ACCOUNTS FOR: 20 Equipment Reserve Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
9930 Transfer to Cap Proj Fund	200,000.00	0.00	200,000.00	0.00	0.00	200,000.00	.0%
9980 Transfer to General Fund	122,500.00	0.00	122,500.00	0.00	0.00	122,500.00	.0%
TOTAL Transfers Out	322,500.00	0.00	322,500.00	0.00	0.00	322,500.00	.0%
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99 End Fund Balance							
9999 Unappropriated Ending Fund Bal	48,744.00	0.00	48,744.00	0.00	0.00	48,744.00	.0%
TOTAL End Fund Balance	48,744.00	0.00	48,744.00	0.00	0.00	48,744.00	.0%
TOTAL Equipment Reserve Fund	0.00	0.00	0.00	-92,192.41	318,482.20	-226,289.79	100.0%
TOTAL REVENUES	-816,244.00	-36,886.00	-853,130.00	-92,192.41	0.00	-760,937.59	
TOTAL EXPENSES	816,244.00	36,886.00	853,130.00	0.00	318,482.20	534,647.80	



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ACCOUNTS FOR: 30 Capital Projects Fund

ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<u>00 Beg Fund Bal</u>						
9995 Beg Fund Bal						
-6,529,024.00	211,153.00	-6,317,871.00	0.00	0.00	-6,317,871.00	.0%
TOTAL Beg Fund Bal						
-6,529,024.00	211,153.00	-6,317,871.00	0.00	0.00	-6,317,871.00	.0%
<u>03 Interest</u>						
4490 Investment Interest						
-14,000.00	0.00	-14,000.00	-8,036.73	0.00	-5,963.27	57.4%
TOTAL Interest						
-14,000.00	0.00	-14,000.00	-8,036.73	0.00	-5,963.27	57.4%
<u>05 Transfers In</u>						
4610 Transfers from other Funds						
-200,000.00	0.00	-200,000.00	0.00	0.00	-200,000.00	.0%
TOTAL Transfers In						
-200,000.00	0.00	-200,000.00	0.00	0.00	-200,000.00	.0%
<u>70 Materials and Servic</u>						
7020 Debt Interest Expense						
265,272.00	0.00	265,272.00	133,798.00	131,474.00	0.00	100.0%
7025 Debt Principal Expense						
241,317.00	0.00	241,317.00	119,496.11	121,820.32	0.57	100.0%
TOTAL Materials and Servic						
506,589.00	0.00	506,589.00	253,294.11	253,294.32	0.57	100.0%
<u>80 Capital Outlay</u>						



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Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

ACCOUNTS FOR: 30 Capital Projects Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
8860 Facility Improvement	6,236,435.00	-211,153.00	6,025,282.00	190,362.45	2,218,187.55	3,616,732.00	40.0%
TOTAL Capital Outlay	6,236,435.00	-211,153.00	6,025,282.00	190,362.45	2,218,187.55	3,616,732.00	40.0%
TOTAL Capital Projects Fund	0.00	0.00	0.00	435,619.83	2,471,481.87	-2,907,101.70	100.0%
TOTAL REVENUES	-6,743,024.00	211,153.00	-6,531,871.00	-8,036.73	0.00	-6,523,834.27	
TOTAL EXPENSES	6,743,024.00	-211,153.00	6,531,871.00	443,656.56	2,471,481.87	3,616,732.57	



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JOURNAL DETAIL 2020 1 TO 2020 13

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							
-23,500.00	18.00		-23,482.00	0.00	0.00	-23,482.00	.0%
TOTAL Beg Fund Bal							
-23,500.00	18.00		-23,482.00	0.00	0.00	-23,482.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest							
-200.00	0.00		-200.00	-4,589.70	0.00	4,389.70	2294.9%
TOTAL Interest							
-200.00	0.00		-200.00	-4,589.70	0.00	4,389.70	2294.9%
<hr/>							
04 Other Revenues							
<hr/>							
4560 Grant Revenue							
0.00	0.00		0.00	-5,350.00	0.00	5,350.00	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	-5,350.00	0.00	350.00	107.0%
<hr/>							
70 Materials and Servic							
<hr/>							
7055 Operating Supply							
17,000.00	-18.00		16,982.00	5,188.90	0.00	11,793.10	30.6%
TOTAL Materials and Servic							
17,000.00	-18.00		16,982.00	5,188.90	0.00	11,793.10	30.6%
<hr/>							
99 End Fund Balance							



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Clackamas Fire District
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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

ACCOUNTS FOR: 40 Enterprise Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
9999 Unappropriated Ending Fund Bal	11,700.00	0.00	11,700.00	0.00	0.00	11,700.00	.0%
TOTAL End Fund Balance	11,700.00	0.00	11,700.00	0.00	0.00	11,700.00	.0%
TOTAL Enterprise Fund	0.00	0.00	0.00	-4,750.80	0.00	4,750.80	100.0%
TOTAL REVENUES	-28,348.00	18.00	-28,330.00	-9,939.70	0.00	-18,390.30	
TOTAL EXPENSES	28,348.00	-18.00	28,330.00	5,188.90	0.00	23,141.10	



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Clackamas Fire District
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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

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	-141,030.00	-130,245.00	-271,275.00	0.00	0.00	-271,275.00	.0%
TOTAL Beg Fund Bal	-141,030.00	-130,245.00	-271,275.00	0.00	0.00	-271,275.00	.0%
<u>01 Tax Revenues</u>							
4450 Current Year Prop Taxes	-2,482,679.00	0.00	-2,482,679.00	-1,974,577.80	0.00	-508,101.20	79.5%
4455 Prior Year Prop Taxes	-30,000.00	0.00	-30,000.00	-14,822.53	0.00	-15,177.47	49.4%
TOTAL Tax Revenues	-2,512,679.00	0.00	-2,512,679.00	-1,989,400.33	0.00	-523,278.67	79.2%
<u>03 Interest</u>							
4490 Investment Interest	-2,500.00	0.00	-2,500.00	-2,689.54	0.00	189.54	107.6%
TOTAL Interest	-2,500.00	0.00	-2,500.00	-2,689.54	0.00	189.54	107.6%
<u>70 Materials and Servic</u>							
7020 Debt Interest Expense	1,004,200.00	0.00	1,004,200.00	502,100.00	502,100.00	0.00	100.0%
7025 Debt Principal Expense	1,050,000.00	0.00	1,050,000.00	0.00	1,050,000.00	0.00	100.0%
TOTAL Materials and Servic	2,054,200.00	0.00	2,054,200.00	502,100.00	1,552,100.00	0.00	100.0%
<u>99 End Fund Balance</u>							



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Clackamas Fire District
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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

ACCOUNTS FOR: 50 Debt Service Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
9999 Unappropriated Ending Fund Bal	602,009.00	130,245.00	732,254.00	0.00	0.00	732,254.00	.0%
TOTAL End Fund Balance	602,009.00	130,245.00	732,254.00	0.00	0.00	732,254.00	.0%
TOTAL Debt Service Fund	0.00	0.00	0.00	-1,489,989.87	1,552,100.00	-62,110.13	100.0%
TOTAL REVENUES	-2,656,209.00	-130,245.00	-2,786,454.00	-1,992,089.87	0.00	-794,364.13	
TOTAL EXPENSES	2,656,209.00	130,245.00	2,786,454.00	502,100.00	1,552,100.00	732,254.00	



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Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

ACCOUNTS FOR: 60 Bond Construction Fund	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
<u>03 Interest</u>							
4490 Investment Interest	-2,000.00	0.00	-2,000.00	-47,649.93	0.00	45,649.93	2382.5%
TOTAL Interest	-2,000.00	0.00	-2,000.00	-47,649.93	0.00	45,649.93	2382.5%
<u>04 Other Revenues</u>							
4513 Other Reimbursements	-500,000.00	0.00	-500,000.00	0.00	0.00	-500,000.00	.0%
4571 Other Revenues	0.00	0.00	0.00	-20,072.44	0.00	20,072.44	100.0%
TOTAL Other Revenues	-500,000.00	0.00	-500,000.00	-20,072.44	0.00	-479,927.56	4.0%
<u>80 Capital Outlay</u>							
8825 Fire Fighting Equipment	502,000.00	0.00	502,000.00	0.00	0.00	502,000.00	.0%
8860 Facility Improvement	0.00	0.00	0.00	5,527.00	0.00	-5,527.00	100.0%
TOTAL Capital Outlay	502,000.00	0.00	502,000.00	5,527.00	0.00	496,473.00	1.1%
TOTAL Bond Construction Fund	0.00	0.00	0.00	-62,195.37	0.00	62,195.37	100.0%
TOTAL REVENUES	-502,000.00	0.00	-502,000.00	-67,722.37	0.00	-434,277.63	
TOTAL EXPENSES	502,000.00	0.00	502,000.00	5,527.00	0.00	496,473.00	



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Clackamas Fire District
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FOR 2020 06

JOURNAL DETAIL 2020 1 TO 2020 13

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	-688,484.00	0.00	-688,484.00	0.00	0.00	-688,484.00	.0%
TOTAL Beg Fund Bal	-688,484.00	0.00	-688,484.00	0.00	0.00	-688,484.00	.0%
<hr/>							
03 Interest							
<hr/>							
4490 Investment Interest	-4,000.00	0.00	-4,000.00	-1,195.25	0.00	-2,804.75	29.9%
TOTAL Interest	-4,000.00	0.00	-4,000.00	-1,195.25	0.00	-2,804.75	29.9%
<hr/>							
90 Transfers Out							
<hr/>							
9980 Transfer to General Fund	692,484.00	0.00	692,484.00	0.00	0.00	692,484.00	.0%
TOTAL Transfers Out	692,484.00	0.00	692,484.00	0.00	0.00	692,484.00	.0%
TOTAL PERS Reserve Fund	0.00	0.00	0.00	-1,195.25	0.00	1,195.25	100.0%
TOTAL REVENUES	-692,484.00	0.00	-692,484.00	-1,195.25	0.00	-691,288.75	
TOTAL EXPENSES	692,484.00	0.00	692,484.00	0.00	0.00	692,484.00	



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Clackamas Fire District
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JOURNAL DETAIL 2020 1 TO 2020 13

ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	% USED
	GRAND TOTAL					
-27,001.00	27,000.00	-1.00	-24,474,373.20	8,764,232.42	15,710,139.78	%

** END OF REPORT - Generated by Anh Le **



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Clackamas Fire District
YEAR-TO-DATE BUDGET REPORT

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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: Y

From Yr/Per: 2020/ 1

To Yr/Per: 2020/13

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: 2020/ 6

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	

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: HR Director Trish Noble

Re: Human Resources Department Monthly Report – December 2019

- Organization-wide policy update process begun
- Worker's Comp claims and return to work for new claims and light duty assignments
- Apprentice Task Force multi-agency process check in meeting
- Training Retreat participation to discuss staff academy options
- Processed bereavement, jury duty and OFLA/ FMLA leave for personnel
- Processed temp labor hires
- Quarterly staff director's gathering
- Processed subpoena and jury duty requests
- Organizational Development Committee Meeting on ADORE platform updates for quarterly check ins/ annual evaluations
- District-wide staff training sessions through SDAO website: December's topic was Drug Free Work Place
- Estacada personnel new hire orientations
- Training Technician job offer made
- Updated employee files with certifications, change of address, new employee information/bios, etc.
- Prepared materials and scheduled various Chief interviews
- Assisted with new employee background checks
- Continued work on archiving for Human Resources
- Continued work on accreditation
- Met with DC Stewart regarding testing
- Created testing packets for Paramedic, Entry Level Firefighter, AO and Lt.

- Began updating all sworn job descriptions
- Created materials for the January Civil Service meeting
- **Benefits:**
 - Presented the benefits to the Estacada employees and enrolled all into the health and dental benefits
 - Rolled out Regenexx. Expecting to get all the plan information for our employees in approximately a week to then send details out
 - Continue to educate and help employees with claims, forms, and/or the different benefits that we have
- **LBG:**
 - LBG is working to update our benefits website for all changes and implementations
 - Working with Kris Kirkpatrick on a couple individual claims
- **Health Trust:**
 - In December, our Trust paid out an offset to 39 retirees in the amount of \$8,033.26
 - Had a follow up meeting to go over some pending items.
 - Plan document language
 - Prescription Rebate dollars
 - Deposit differences

Respectfully submitted,

Human Resources Director Trish Noble

Business Services Division

To: Chief Fred Charlton and the Board of Directors
From: Division Chief Joshua Gehrke
Re: Business Services Division Monthly Report – December 2019

- Conducted Business Services organizational briefings during the first week of December.
- Finalized platform work for the new quarterly check-in process for employee appraisals and updated timeline for implementation.
- Participated in annual occupational health fitness testing.
- Received a briefing on the Joint Apprenticeship Committee (JAC) development meeting with our follow-up meeting scheduled for February.
- Attended the December Operations meeting.
- Participated in a Ride-A-Long with battalions 301, 302, and 303.
- Attended the Intterra project team meetings.
- Participated in planning zones review meeting with our GIS service.
- Attended Labor Management Committee meeting.
- Attended testing meeting with Division Chief Stewart and Human Resources staff.
- Attended Fire Defense Board meeting.
- Attended the training planning meeting.
- Conducted a Fleet IGA meeting with Director Bischoff to begin the process of applying our fleet analysis information for updates.
- Attended an expectations and workload meeting with chief officers.
- Conducted strategic planning meeting for mobile data computer replacement with Operations, Fleet and ITS.
- Conducted ongoing check-in meetings with all directors within support services
- Attended Operation Santa family night.
- Started the process of editing standard operating procedures for support services related policies.
- Continued writing for accreditation on the topic of the Strategic Business Plan under criterion three.

Respectfully submitted,
Division Chief Joshua Gehrke

Business Services Division

To: Chief Fred Charlton and the Board of Directors
From: Data Services Director Shelby Hopkins
Re: Data Services Monthly Report – December 2019

- To date, emergency response incidents are trending 6.91% higher than in November 2018 and 2.12% higher than 2017.
- Attended Staff Directors’ meeting with Chief Charlton and DC Whiteley.
- Staff participated in multiple ESO implementation status calls.
- Attended Annual Training Retreat.
- Staff developed new 2020 Kelly day schedule rotation for Union personnel.
- Discussed Intterra Analytics program with account representative.
- Began identifying Incident Class and Category for response performance measurements.
- Worked with Training and Volunteer Services on Target Solutions setup and use.
- Provided program training to Estacada Fire personnel over three days.
- Discussed and identified new District Planning Zones with Operations.
- Staff delivered ESO training to all personnel.
- Attended REGIS Steering Committee meeting at TVF&R.
- Staff begin loading pre-plan drawings into Intterra program.
- Attended Intterra meeting with Operations to discuss process and workflow.
- Cost Recovery Claims Summary Report as of January 9, 2019:

	# of Claims	Claim Amount	Average \$ / Claim
False Alarm			
In Process	31	\$7,137.41	
Closed Not Paid	12	\$2,660.73	
Closed Paid	178	\$49,789.73	\$279.72
	221	\$59,587.87	
Fire			
In Process	2	\$8,489.79	
Closed Not Paid	6	\$1,473.57	
Closed Paid	2	\$3,573.52	\$1,786.76
	10	\$13,536.88	
Hazmat			
In Process	11	\$3,743.19	
Closed Not Paid	8	\$2,812.10	
Closed Paid	11	\$11,553.73	\$1,050.34
	30	\$18,109.02	
Inspection			
In Process	3	\$89.50	
Closed Not Paid	38	\$2,282.10	
Closed Paid	8	\$2,255.73	\$281.97
	49	\$4,607.33	
MVA			
In Process	127	\$43,681.51	
Closed Not Paid	169	\$23,769.10	
Closed Paid	56	\$26,536.60	\$473.87
	352	\$93,987.22	
Total In Process	174	\$63,121.40	
Total Closed Not Paid	233	\$32,997.61	
Total Closed Paid	255	\$93,709.31	\$367.49

Respectfully submitted,

Data Systems Director Shelby Hopkins

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Fleet Director Bill Bischoff

Re: Fleet Services Department Monthly Report – December 2019

During the month of December, the following are some of the major items that Fleet maintenance personnel addressed:

Engines

- 2-115 E311- PM and write ups
- 2-120 E315- PM and write ups, hose bed cover
- 2-118 E314- PM and write ups
- 3-141 E328- PM and write ups, Prepare Training Engine for Academy
- 2-114 E310- Begin front end dis-assembly for front suspension repairs

Trucks / Heavy Rescue

- 2-365 HR305- Multiple flat tires, mostly after hours.
- Worked with Ops and Station 11 to get all the Tillers labeled and to have removable placards installed for any future apparatus moves.

Brush Rigs / Water Tenders / Boats

- 2-932 BT319- Stomp grate damage, strakes and underside of boat repairs needed.

Staff Vehicles / Medic

- 2-507 Stenhouse- PM, front brakes and other write ups.
- Several staff vehicles in for PM and minor repairs.
- 2-522 and 3-501 were both involved in rear end accidents and being sent in for repairs. Both were covered by other insurance.
- 2-584 Logistics- Bring in for the first PM and multiple squeaks pops associated with a new truck.

Other Items

- Brought in the TFL pick up, 2-702, to clean up and prep for use as the CAR vehicle- Pilot Program. The PLL will be set up by FF Clay Davis, who is on light duty.
- The replacement Fleet Technician, James Bruemmer, started at the beginning of the month and hit the ground running. He is doing very well.

- Fleet performed several outside repairs on all three of our current IGA agencies as well as had them bring apparatus into the shop for scheduled maintenance and repairs to be performed.
- Fleet emptied and cleaned out the far three east bays of the shop and helped move in all of the food and toys for Op Santa. We took the left over items back over to the Training building and put the shop back together. We also used that time to take care of some other needed house cleaning.

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 Department Monthly Report – December 2019

Initiated

- Workstation refresh
- Airwatch / Mobile device update

In Progress/On-going

- ESO integration and configuration
- Windows 10 desktop refresh
- Sophos Antivirus / Malware refresh and Security Update
- Network Infrastructure and Wi-Fi audit / update
- Mobile communication audit (CradlePoint Mobile Routers)
- Office365 / SharePoint implementation
- FTE backfill ITS Mobile Specialist (on hold)
- Public Safety Plan via Verizon iPhone update (Phase II)

Completed

- Munis – Active Directory integration for Single-Sign On
- EMS surface tablets ordered
- Estacada workstations implemented
- Estacada user accounts established
- 130th Campus move / consolidation (on-hold pending RFP and PFAS developments)
- Managed Services research and engagement

Respectfully submitted,

Information Technology Services Director Oscar Hicks

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Logistics Director DeAnn Cordes

Re: Logistics Division Monthly Report – December 2019

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

- Logistics filled and delivered 246 orders entered into Munis. This was down 11.7% from December of last year. Over the next few months, I will be looking into different reporting methods. The current tracking is fiscal year, so any changes made will be reported in my July board report.
- Logistics filled and delivered 36 controlled medication orders; which was up 44% from December of last year.
- Delivered Clackamas County Emergency Services Foundation funds.
- Staff attended and represented Logistics at the EMS Committee Meeting.
- Made changes to ID/access badges and alternative devices as needed i.e.: additions, deletions and changes. Communicated with Sonitrol for those changes.
- Assisted with the Winter Warming Drive and Operation Santa as requested.
- Finalized the ordering, receiving and issuing of the items for the Estacada career and volunteer personnel that joined Clackamas Fire as of January 1st.
- Sized our new Fire Investigator for his uniform items. He will start January 28th. His new hire gear will be given to him prior to his start date.
- Finished sizing and ordering new hire items for the seven career fire fighters starting January 27th. They will receive their gear prior to their start date.
- Participated and attended the Awards Committee meeting. After the award recipients were determined, staff sized the volunteer and career folks that do not have a Class A uniform. These are District members who are receiving awards and need the ensembles prior to the Awards Banquet.
- Attended a meeting discussing the upcoming testing processes and timelines. This is helpful and timely as it helps me to prepare my fiscal 2021 budget. I budget for the promotional items for uniform staff. For budget preparation it is not important to know who but to know how many.

Respectfully submitted,

Logistics Director DeAnn Cordes

Business Services Division

To: Chief Fred Charlton and the Board of Directors
From: Division Chief Brian Stewart
Re: Community Services Department Monthly Report– December 2019

- Chief interviews – Captain and Apparatus Operator – December 2 and 5
- Local Emergency Planning Committee – executive committee and training subcommittee meeting – December 3
- Awards committee – December 4
- Operations meeting – December 9
- Training planning meeting – December 11
- Fire Prevention holiday party – December 12
- Data and mapping meetings – December 12, 17, 18
- Met with BC Browne and SDAO Risk Management Consultant re: safety – December 18
- Battalion chief shifts – December 18 (BC302) and December 25 (BC301)
- Transitioned hazardous materials program director responsibilities to BC Palmer
- Emergency Manager Gregg Ramirez added to accreditation team
- Met with FM Olson and EM Ramirez regarding fire prevention and emergency management
- Program work emphasized this month: accreditation, testing, grant management

Respectfully Submitted,

Division Chief Brian Stewart

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Emergency Manager Gregg Ramirez

Re: Emergency Management Monthly Report – December 2019

Work Completed

- Attended the Local Emergency Planning Committee (LEPC) EC and Training Subcommittee meeting.
- Conducted ICS training for the North Clackamas School District leadership.
- Participated in the quarterly Cities Emergency Manager's Workshop.
- Attended the Estacada CERT Holiday dinner.
- Attended the Clackamas Community College EMT Advisory Committee meeting.
- Updated Push Partner Registry information.

Work ongoing

- Accreditation self-assessment.
- Preparation for Oregon Prepared 2020 presentation.
- Exercise design for the NCSD winter storm exercise.
- COOP maintenance.
- Planning for Estacada community Emergency Preparedness presentation.

Media appearances for the recent regional flood watch

- KXL radio.
- Channel 6 – Great brand visibility for D1.
- Channel 12 – I rallied three CERT volunteers to fill sand bags on camera. Great exposure for CERT.

Respectfully submitted,

Emergency Manager Gregg Ramirez

Business Services Division

To: Chief Fred Charlton and the Board of Directors

From: Fire Marshal Shawn Olson

Re: Fire Marshal's Office Monthly Report – December 2019

Engineering Fire Marshal's Office staff reviewed 53 buildings and land use projects in the month of December 2019. In addition, twelve new construction inspections, and seven tenant improvement inspections were completed.

Enforcement A total of 242 inspections were carried out in the month of December 2019. These include fire and life safety inspections, special inspections completed by the Fire Marshal's Office staff, and the lockbox and target hazard inspections completed by the fire companies.

Public Education Fire Marshal's Office staff and companies conducted or participated in 22 community activities during December 2019. These include Hands-Only CPR Presentations, Fire Safety Presentations, Station Tours and a number of other public events.

Additional Notes from the Fire Marshal

- PIO/FMO conducted Christmas Tree Burn for local media.
- FMO Staff participated in family warehouse night for Operation Santa.
- Inspector Hamilton has moved to the Estacada Main Fire Station office.
- Inspector Stenhouse will remain at Station 14.
- FMO and ODF partnered to present NFPA Firewise Community idea to Deerfield Park HOA.
- DFM Liljefelt conducted a presentation for LEPC regarding hazardous materials inspections.
- FMO Staff are entering in 7,000 occupancy inspections into ESO. Every occupancy inspection has to be assigned an inspection frequency and inspector. A portion of inspections were assigned January 2nd to FMO Staff.

Respectfully Submitted,

Fire Marshal Shawn Olson

Clackamas Fire Inspections

2019 Occupancy Inspections

January - December

Assigned To	Actions	Completed
Division, Fire Marshal Office	1 YEAR PREVENTION OFFICE	777
	2 YEAR PREVENTION OFFICE	262
	HAZ MAT INSPECTION	30
	Lock Box	93
	TARGET HAZARD WALK THRU	83
	APARTMENT PROGRAM 1 YEAR	421
	4 YEAR PREVENTION OFFICE	10
	MARIJUANA FACILITY INSPECTION	28
	4 YEAR LOW HAZARD INSPECTION	253
Division, Fire Marshal Office	Total	1956
	Grand Total	1956

2019 Special Inspections

December

Assigned To	Actions	Completed
Division, Fire Marshal Office	FIRST REINSPECT	32
	NEW BUSINESS INSPECT	3
	NEW CONSTRUCTION INSPECTION	12
	OPEN BURNING	5
	PLAN REVIEW	53
	SPECIAL INSPECTION	17
	TENANT IMPROVEMENT	7
Division, Fire Marshal Office	Total	129
	Grand Total	129

Estacada Fire Inspections

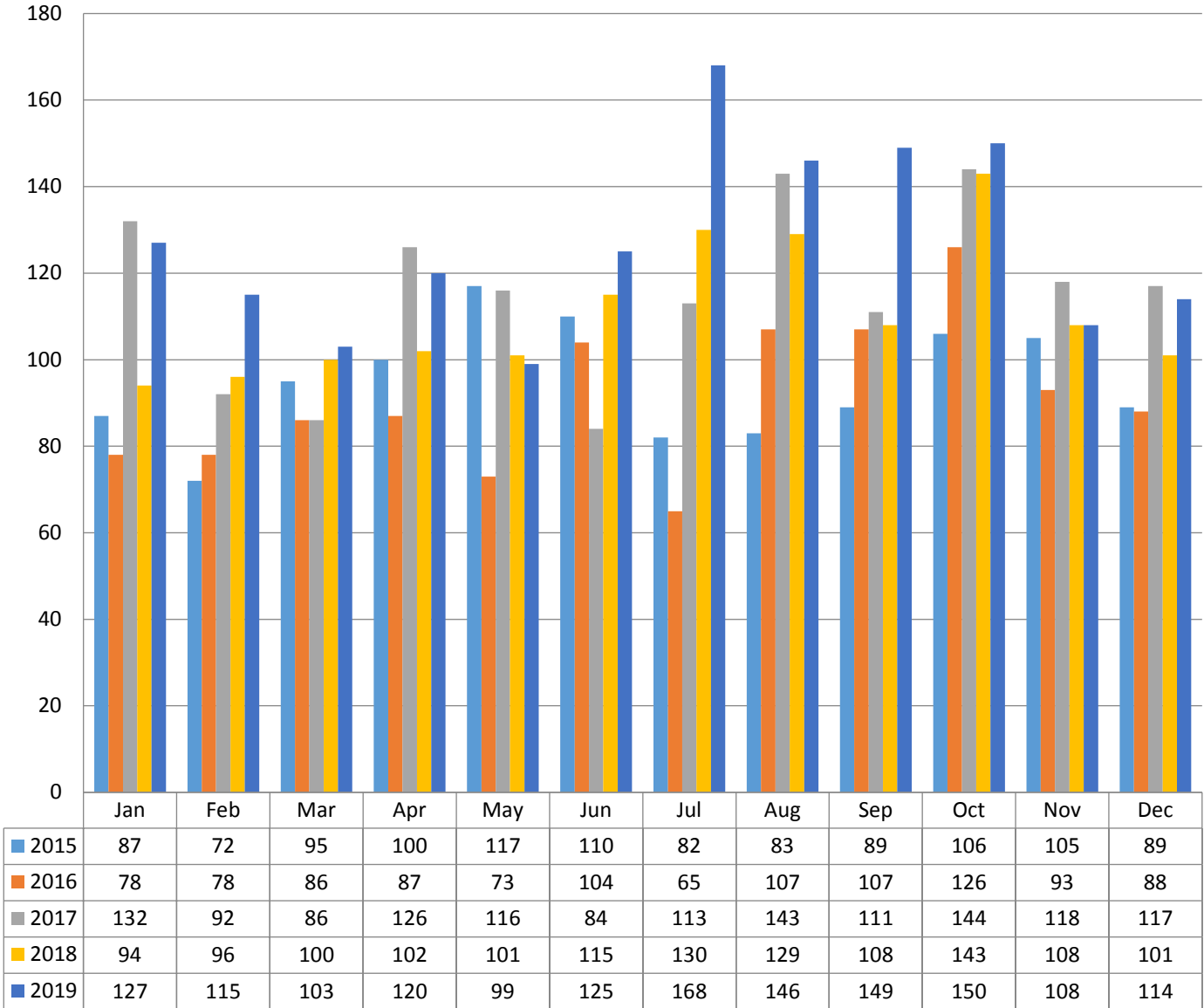
January - December				
Assigned To	Actions	Scheduled	# Done	% Done
Division, Fire Marshal Office	1 YEAR PREVENTION OFFICE	94	73	77.66%
	2 YEAR PREVENTION OFFICE	7	5	71.43%
	APARTMENT PROGRAM 1 YEAR	14	14	100.00%
	MARIJUANA FACILITY INSPECTION	6	6	100.00%
	4 YEAR LOW HAZARD INSPECTION	20	11	55.00%
Division, Fire Marshal Office	Total	140	109	77.86%
Grand Total		140	109	77.86%

2019 Estacada Inspections December		
Assigned To	Actions	# Done
Division, Fire Marshal Office	MARIJUANA FACILITY INSPECTION	0
	1 YEAR PREVENTION OFFICE	6
	2 YEAR PREVENTION OFFICE	0
	4 YEAR LOW HAZARD	0
Division, Fire Marshal Office	Total	6
Grand Total		6

2019 Estacada Special Inspections December		
Assigned To	Actions	# Done
Division, Fire Marshal Office	FIRST REINSPECT	1
	NEW CONSTRUCTION INSPECTION	2
	PLAN REVIEW	3
Division, Fire Marshal Office	Total	6
Grand Total		6

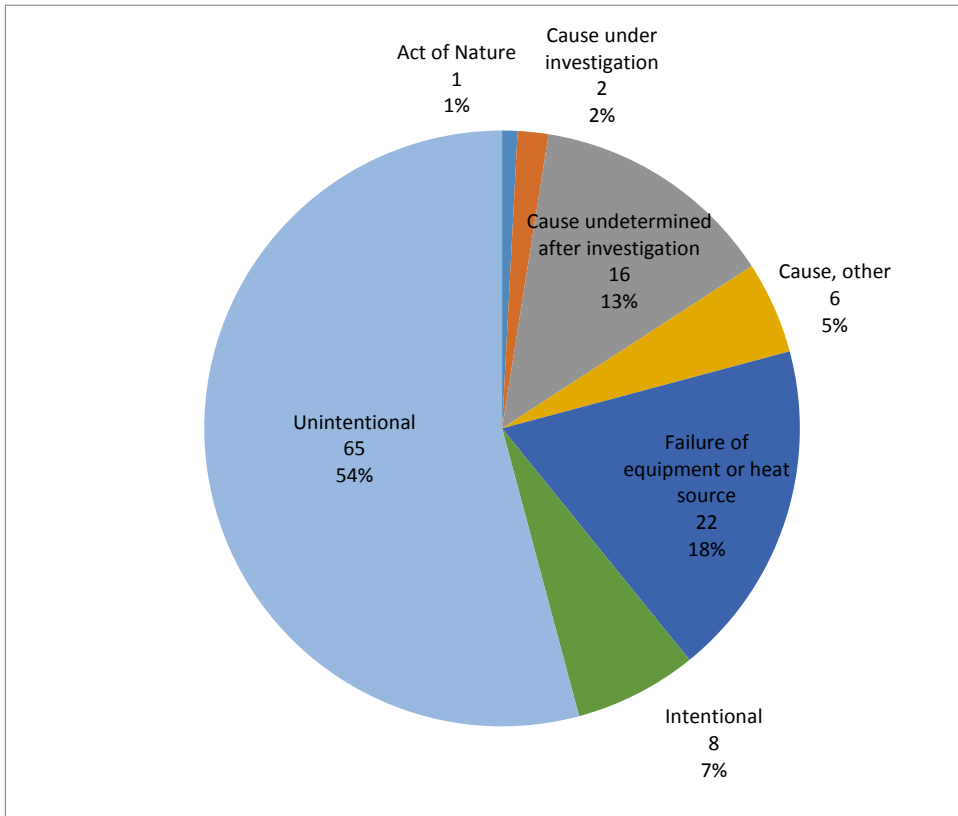
False Fire and Medical Alarm Responses

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



Monthly Average		
2015	95	Incidents
2016	91	Incidents
2017	115	Incidents
2018	111	Incidents

Clackamas Fire District #1 2019 Structure Fire Cause of Ignition



Year	Fire Cause of Ignition	Incidents	%
2015	Cause under investigation	0	0.00%
	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**

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Division Chief Bill Conway

Re: Emergency Medical Services Department Monthly Reports – December 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.

- Attended weekly EMS Department staff meetings.
- Met with PIO Office to discuss increasing PulsePoint subscribers and CPR notifications.
- Attended monthly Board meeting.
- Chaired ASA Strategic Plan Task Force meeting.
- Met with Public Health Operations Manager to discuss EMS Council succession planning.
- Participated in Feed the Hungry/Winter Warming Drive at St. John's Episcopal Church.
- Met with Canby Fire EMS Division Chief Matt Dale regarding EMS Council work.
- Met with Data Services and Ops to discuss District data needs.
- Met with Dr. Warden and Chief Santos regarding EMS strategy and goals.
- Met with CCOM regarding pilot program updates.
- Met with Public Health Ops Manager and Chief Matt Dale re: ASA consultant scope of work.
- Met with Chief Santos and Clackamas AMR Ops Manager Jason Mahle re: EMS issues.
- EMS Department strategy session with Chief Santos and Captain Verkest.

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 Department Monthly Report – December 2019

- Attended ASA Strategic Planning Taskforce Meeting – Ambulance Service Plan Review.
- Assisted with ESO charting platform rollout preparation.
- Participated in Clackamas County EMS Coordinator job interviews.
- Attended EMS Committee meeting.
- Attended EPIC Committee meeting.
- Facilitated Medic Unit Operational Workgroup Committee meeting.
- Attended Community Medicine meeting with Canby Fire.
- Attended Ops meeting.
- Attended Training Department Annual Calendar Planning meeting.
- Attended data meeting for accreditation and SOC.
- Completed annual SOP review.
- Attended accreditation meeting – update on completing EMS documents.
- Attended Mobile Integrated Health Coalition meeting.
- Attended Protocol Development Committee County Handover meeting.
- Attended EMS Strategy Session with DC Conway and Captain Verkest.

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 Department Monthly Report – December 2019

- Assisted with Operation Santa dinner prep for parade crew.
- Project Hope referral into programs for mother and son.
- Assisted Adult Protective Services with two home evaluations.
- Attended Opiate seminar through Care Oregon.
- Assisted frequent fall/911 caller crew referral with resources, meals on wheels, primary care, and connection to OPI (Oregon Project Independence).
- Assisted Behavioral health and Oregon City Police with homeless resident.
- Assisted frequent user crew referral with Peer mentor and other supportive services.
- Attended Clackamas Service Center Resource Fair and delivered flu and hepatitis vaccines.
- Attended Clackamas Fire Occupational Health session.
- Assisted three persons with referrals to Project Hope opioid follow up program.
- Follow up for resident in need facing possible eviction. Care plan implemented six-month probation.
- Attended tri county 911 meeting with neighboring counties and behavioral health for frequent users.
- Developed three pre hospital care plans for current extremely high 911 users.
- Attended Providence Hospital high ED use team meeting to establish wrap around/continuation of care for high users.
- Attended Project Hope national presentation review/submitted necessary materials.
- Attempted to/engaged four Project Hope referrals.
- Attended two weekly inspections for person with possible eviction.
- Attended Project Hope Naloxone task force meeting/prep for county naloxone training.

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 Department Monthly Report – December 2019

- ESO Implementation Project – Weekly meetings and work continues.
- Attended PulsePoint engagement meeting with PIO Office.
- Attended 2020 Training Department Retreat.
- Attended both EMS Committee and EPIC meetings.
- Attended both Multnomah County EMS and Washington County EMS Multi Agency Training/In-service Training Sessions.
- Finalizing new EMS FTEP Program for 2020.
- Attended MedicTransport Operations Workgroup.
- Attended Scientific Review Committee.
- Attended Clackamas County EMS QA/QI.
- Attended EMS Division Weekly meeting.
- Attended weekly Training Division Staff meeting.
- Academy 20-01 Prep Continues Chief Brown, Lt. Walker and Capt. Kinne.
- ASA Workgroup planning continues.
- EKG Monitor Workgroup continues.
- PACT Study conference call.
- Medical Equipment standardization workgroup- work continues.

Respectfully submitted,

EMS Training Officer Mike Verkest



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

Clackamas Fire Station Enrollment by Location								
Class Type	Dec-19							
	Station 2	Station 3	Station 4	Station 5	Station 7	Station 10	Station 14	Station 15
BLS HCP			55	54				
HS FA, CPR & AED				14			9	
HS CPR & AED				1			5	
HS FA				1				
ACLS Renewal			16					
PALS Renewal			8	8				

Clackamas Fire Student Evaluation Summary --December 2019					
	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Overall this course met my expectations:	1	2	3	4	5
				16	155
The program was relative to my work and extended my knowledge:			1	16	154
Adequate supply of equipment that was clean and in good working order:			3	12	156
Method of presentation enhanced my learning experience:		1		15	155
Classroom environment was conducive to learning:		1	3	12	155
Instructor(s) provided adequate and helpful feedback:				11	160
Student's rating of the instructor's overall effectiveness:					
	Poor	Fair	Satisfactory	Good	Excellent
				12	159
Student would refer a friend/colleague to take the same course:					
				Yes	No
				171	



**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 -- December 2019

Thanks!

Very help course to save lives.

Informative and to the point.

Instructor was fantastic!!

Great instructor!

Excellent course! Present in a comfortable, professional manner.

Thank you.

This course was conducted well above expectations from the last one I took. Thanks for the improvement.

Victoria is very knowledgable and experienced. I would encourage her to share more of her paramedic experience, talk a little slower and enunciate. Thank you!

Less videos & more practice.

Great class!

Victoria was great & explained things well.

Great teacher! I loved the real life experience she brought in, was able to answer all questions and ran through a lot of scenarios.

Very realistic, relatable, great communication.

Print cards on location. Thanks.

Very fun. Good & adequate feedback.

Thank you!!

She was pleasant and she was super smart. I liked her.

Thank you for adding good practical advice.

Very excellent course.

Room was cold. (Station 4)

Room was freezing for the first part of the day.

Denise is very knowledgable (this is my 2x taking this class with her)

Great class & Instructor, specific, short and to the point. Thank you!

Excellent instruction! Have taken BLS & ACLS several times. Best real world descriptions over prior classes! And, a sense of humor!!

Thanks for less videos and more hands on learning.

Thank you! Happy New Year!

Cascade trainers are always excellent and Victoria is no exception. Her class was efficient, comfortable and thorough. Thank you!

Great presentation!

Fabulous class. Great and a real world examples & emphasis on real world scenarios.

Great course, focused on skills.

Great teaching style!

Instructor very knowledgeable, able to give recommendations based on experience.

Very knowledgeable instructor with great insight and advise from real world experience.

Did awesome job!

Thank you!

Excellent & entertaining!

Fast and not boring.

Nice location. Do you ever have classes in Clark County, WA?

Humor kept us awake and on our toes.

Beth helped me to adjust my body mechanics for a more effective compression.

Liked Beth's knowledge & enthusiasm.

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Health and Wellness Director Heather Goodrich

Re: Wellness Program Monthly Report – December 2019

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

- Annual career firefighter pre-physical testing. (13 people)
- Annual career firefighter fasting blood draws. (54 people)
- Annual OSHA required hearing conservation training for career firefighters. (12 people)
- Baseline pre-physicals for the training technician and fire inspector candidates. (2 people)
- Baseline pre-physicals for explorer candidates. (10 people)
- Baseline pre-physicals for career firefighter candidates. (3 people)
- Immunizations were provided to career firefighters, volunteer firefighters and staff. (8 people)
- Medical testing performed (labs, TB, etc.) outside the baseline and annual testing. (7 people)
- Coordinated baseline NFPA 1582 physicals, chest x-rays, treadmills and drug screens for baseline candidate firefighters. (4 people)
- Coordinated baseline NFPA 1582 physicals, chest x-rays, treadmills and drug screens for the baseline training technician and fire inspector/investigator candidates. (2 people)
- Coordinated baseline NFPA 1582 physicals and drug screens for baseline candidate explorers. (3 people)
- Coordinated annual NFPA 1582 physicals for career firefighters. (24 people)
- Coordinated annual NFPA 1582 physicals, chest x-rays and treadmills for Estacada career firefighters. (8 people)
- Coordinated annual NFPA 1582 physicals and chest x-rays for Estacada volunteer firefighters. (9 people)
- Coordinated annual NFPA 1582 physicals and treadmills for paramedics to be cleared as career firefighters. (3 people)
- Coordinated medical/respirator clearances through interim review for career firefighters. (21 people)
- Coordinated fit for duty physicals for injured career firefighters returning to duty. (2 people)
- Participated in multiple phone conferences and spent 12 hours starting to set up the new electronic medical records software system for Wellness. Anticipated completion by 1/1/20.

- Created and presented via webinar, the annual OSHA required Bloodborne Pathogen Training.
- Presented blood borne pathogen and hearing conservation training in person to the new Fleet Technician.
- “Sleep and Shift Work” presentation onsite for 25 career firefighter crews (102 people).
- Presented an introduction to the Wellness Program, how to use our health insurance and injury/exposure reporting to Estacada career firefighters as part of their onboarding process.
- Created a Chief Officer critical incident/peer support decision leave matrix to be presented at the Ops Meeting.
- Annual fitness testing for career firefighters. (5 people)
- Seven site skinfold testing was performed on career firefighters. (12 people)
- Coordinated the annual Fitness Committee Meeting. (5 people)
- Annual fitness equipment inventory was performed at all District facilities.
- On-site injury consultations and on-site treatment by the Athletic Trainer. (Saw 32 people for 32 injuries- 58 total visits)
- Processed and provided follow-up for on-the-job injury reports and for Safety Committee. Six injury and three exposure reports were submitted with three of the six turning into a workers’ compensation claim.
- Coordinated Tactical Athlete help for three firefighters, two staff and one family member. Year to date, Tactical Athlete has helped twelve firefighters, two staff and five family members by coordinating expedited injury care for off-duty injuries. Per Oregon Workers’ Compensation Law, they are creating a managed care network in order to be able to work with on-duty injuries.
- Performed Functional Movement screening for career firefighters. (5 people)
- Functional Movement Screen follow up and corrective exercises were given to career firefighters. (7 people)
- Five of the six injury reports were a musculoskeletal injury and followed up with by the District Athletic Trainer.
- Provided requested health information and consultations to seven firefighters and staff.
- Created and sent out monthly Wellness Update and Health Insurance Newsletter.
- Distributed EAP Employee Newsletter and EAP Supervisor Newsletter by email.
- Staff attended the following meetings:
 - Weekly: Senior Staff and Training Division Staff
 - Other: Annual Training Division Planning and Quarterly Staff Directors’

Respectfully submitted,

Health and Wellness Director Heather Goodrich



Clackamas Fire District #1

Wellness Update

December 2019
Issue 232

Health Question of the Month

Q. Are poinsettia plants dangerous?

A. While they do have some low toxicity, they have never caused significant illness or death in children or pets. A 50lb child would need to eat around 500 leaves to get very sick, and with the reportedly bad taste of these plants, that would be unlikely to occur. Should you have any concerns if a child does consume any, contact the Poison Control Center.

Wellness News

- Annual career physicals have started. Once your paperwork has been delivered to Adventist, you will receive an email with instructions on how to schedule and the date it needs to be completed by. Please do NOT schedule your physical until you have received your email from Heather.
- Fasting blood draws will continue in station during the month of December.
- Wellness wishes everyone a happy, safe, and healthy holiday season!



In this issue

- FF Suicide Warning Signs **P.1**
- Restaurant Chain Antibiotic Use Scores **P.2**
- Holiday Movie Workout **P.3**
- Exercise of the Month: Towel Scrunch **P.3**
- Recipe: Quick Baked Pears **P.4**

'IT'S A CRISIS': GROUP THAT TRACKS SUICIDES AMONG FIREFIGHTERS SAYS THERE ARE WARNING SIGNS

More firefighters have died by suicide than in the line of duty over the past year, according to the Firefighter Behavioral Health Alliance (FBHA).

The numbers are staggering, according to Jeff Dill, founder of FBHA, in the past seven days, eight firefighters across the United States have taken their own lives. *(This article was published 10-23-2019)*

Dill knows the pressure firefighters and first responders face. He wore the uniform for almost 30 years. That's why he travels the country now to educate and teach firefighters and EMS workers on behavioral health.

Unfortunately, he says, it is a difficult subject to discuss. Many factors affect a firefighter's ability to understand when a fellow brother or sister is suffering, but that does not make it any less critical an issue. "When we put this uniform on, this is how we're expected to act. Which is brave, strong, courageous, give help, don't get help, handle everything on our own," Dill said.

He became a licensed counselor when he was still in the fire service and started tracking firefighter and EMS suicide rates soon after. What he found was alarming. So far this year, there have been 98 suicides among firefighters and EMTs. They estimate 55% are actually reported.

Dill says there are **five warning signs** to look for (R.A.I.L.S.):

Recklessness/Impulsiveness: These might be subtle signs such as purchasing guns when a person has always been against them.

Anger: Suppressed anger or explosive anger from seemingly minor issues can be a dangerous sign.

Isolation: Becoming distant from their crew around the station or volunteer firefighters who don't participate in drills or calls as much.

Loss of Confidence in skills and abilities: Several firefighters and EMTs have advised FBHA they lost confidence in their ability to get the job done due to concentrating on emotional or personal issues they were battling.

Sleep Deprivation: Loss of sleep can indicate stress, anxiety, PTSD, or several other emotional issues a member might be struggling with and not realize.

If you know someone or if you are thinking about suicide, you can call the National Suicide Prevention Lifeline at 1-800-273-TALK (8255). First responders can text the word **HOME** to 741741 from anywhere in the United States, anytime, about any type of crisis. A live, trained crisis counselor receives the text and responds from a secure online platform.

Clackamas Fire has several resources available to aid at-risk employees. We currently have 38 trained Peer Supporters. Their contact information can be found on the D1Net, and on the refrigerator magnets in the stations. Also, our EAP provider, Reliant Behavioral Health, has a 24 hour crisis line that can be reached at 1-866-750-1327. These services are strictly confidential.

Indulging Without Overindulging

Relax. You won't gain 10 pounds. The average person gains 1-2 lbs over the holidays. That's no excuse to eat with abandon though. So if you lose control with a dish of chocolate truffles don't think, I've blown it. Might as well move on to the eggnog. Just forgive yourself for the truffles.

Don't skip meals. Arriving to a party starved may result in overeating, and drinking on an empty stomach will give you a quicker buzz, which is more likely to lead to mindless munching. Eat normally during the day, and be strategic at the party. Only splurge on things you absolutely love.

Count your bites. A lot of appetizers are about 60 calories a bite. Keep a mental tab—or fill a small plate.

Practice moderation (really). Drinking too much may not just mean a terrible hangover. Around this time of year, doctors report seeing a spike in erratic heartbeats—dubbed “holiday heart syndrome.” It is more common among people who usually aren't heavy drinkers, but drink in excess for a short time. Alcohol may be toxic enough to cardiac cells that it disrupts the coordination required to maintain a normal heart rate.

Put a cork in it early. Alcohol may help you to conk out quickly; the problem comes when it starts to wear off. The period in which your body is metabolizing the alcohol is when sleep is disrupted. You will not get restorative rest. The best strategy is to allow time for the alcohol levels in your body to drop before going to sleep; at least a few hours.

Take Facebook with a grain of salt. You've seen the status updates: “Hope Santa can find us in ARUBA!” or “Mmm, homemade cider, kids making cookies, life is good.” And you know what? Those people have bad days, too. Don't compare your life with those dreamy-sounding posts.

Source: www.realsimple.com

America's Biggest Restaurant Chains Scored on Their Antibiotic Use

Many of our favorite fast food and restaurant chains continue to contribute to the growing threat of antibiotic resistance, according to a report released in October by advocacy groups. The World Health Organization calls the development of bacteria that can't be killed by some of our current medicines "one of the biggest threats to global health, food security, and development today."

Fifteen of America's favorites received an "F" for their lack of action in reducing the use of beef raised with antibiotics, including Burger King, DQ, Jack In the Box, Pizza Hut, Olive Garden, Chili's, Sonic, Applebee's and the pizza chains of Domino's, Little Caesars and Pizza Hut.

Only Chipotle and Panera Bread, who were early leaders in using only antibiotic-free beef and chicken, received an "A."

This is the fifth year that six public interest groups have graded the 25 largest US fast food chains on where they stand on antibiotics. The report, called Chain Reaction V, focuses on antibiotic use in both poultry and beef food items.

Antibiotics are routinely given to animals to keep them healthy while they fatten up for slaughter. In fact, nearly two-thirds of the medically important antibiotics sold in the US go to food animals.

When antibiotics are overused, some bacteria learn to survive, multiply, and share their resistance genes with other bacteria even if those have not been exposed. Those so-called "superbugs" enter our system when we eat undercooked meat or veggies that have been exposed to irrigation water contaminated with animal waste.

And suddenly, antibiotics that once cured our infections no longer do their job.

Despite the severity of the problem, the US lacks appropriate laws to regulate overuse of antibiotics in our food chain. Thus advocacy groups have turned to some of the largest buyers of raw beef and chicken -- restaurants -- and asked them to use their purchasing power to force change.

Fewer antibiotics in chicken we eat

And it works. A huge success story over the past five years is the reduction of chicken raised with antibiotics in many of our favorite restaurants, said Lena Brook, director of food campaigns for the Natural Resources Defense Council, one of the groups who sponsor the study. Others include Consumer Reports, the Milken Institute School for Public Health and the Center for Food Safety.

According to the report, 90% of the chickens raised last year received no medically important antibiotics. Compare that to 2014, when "nearly half of the nine billion broiler chickens produced in the US annually were raised on a full array of antibiotics, including medically important drugs," the report stated.

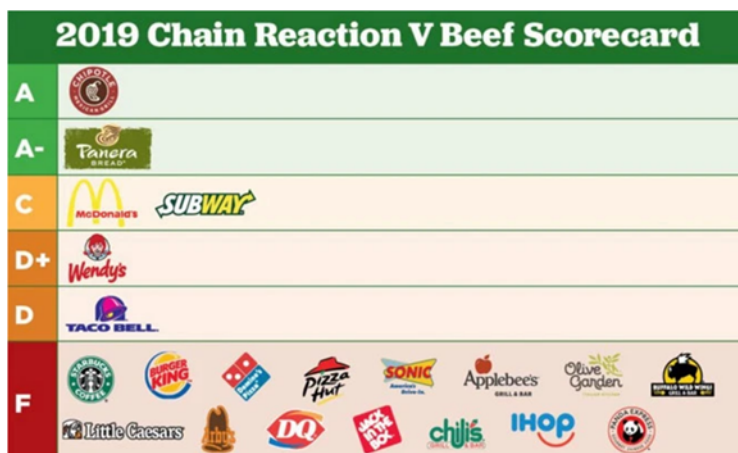
For consumers, that means antibiotic-free chicken is served in 13 of the 25 restaurants included in the study, including such heavy hitters as Chick-fil-A, KFC, McDonald's, Burger King, and Wendy's.

Four more restaurants are on their way to keeping their commitment to serve antibiotic-free chicken. However, eight restaurants still have no policy in place.

The early push by Chipotle Mexican Grill and Panera Bread, followed by Chick-fil-A, McDonald's and Subway, began a domino effect that encouraged major chicken supply companies to get on board, the report said.

"In spring of 2015 Purdue and then Tyson made a really big splash when they committed to limiting antibiotic use in their chicken suppliers and they're two of the five largest chicken companies in the country," Brook said. "So now we're looking for that kind of shift in the beef industry."

Source: www.cnn.com



Get a Workout In When You Watch Your Favorite Holiday Movie!

HOLIDAY
MOVIE WORKOUT



EVERY TIME YOU HEAR THE WORDS:	DO THIS EXERCISE:
Christmas	5 Jump Squats
Gift/Present	5 Jumping Jacks
Elf/Elves	5 Wall Pushups
North Pole	20 Butt Kicks
Sleigh	5 Frog Jumps
Snow	:30 second Wall Sit
Santa	5 Sit-Ups
Christmas Tree	:30 second Tree Pose

Happy Holidays

Treat it Like Meat

What am I talking about? Believe it or not. . . Flour.

Generally we don't think of flour as a "risky" food, but some food safety specialists are now suggesting that we start treating flour like we would raw meat. There have been several recalls within the past few years linking flour to pathogens that can cause foodborne illnesses such as E. coli and Salmonella.

To most, flour seems dry and harmless, but we need to remember that it is not a "ready-to-eat" food. It is made from milling wheat which is a raw agricultural product that has been (obviously) grown outdoors where it could have been contaminated. This leaves the potential that "raw" flour may contain bacteria that could make someone sick. Flour should be heated before consumed. When baking with flour, using baking mixes and other flour-containing products, always follow proper cooking instructions.

Another potential problem is cross contamination. Flour dust spreads easily. Always wash your hands and work surfaces after handling flour.

You can reduce the risk and "pasteurize" the flour by heat treating it in an oven before putting it in cookie dough or cake mixes. Place the flour about 3/4" thick on a cookie sheet. Bake for five minutes at 350 degrees. This treatment has been proven to kill bacteria found in flour.

This is another reminder about the dangers of eating raw cake mix or batter, or allowing kids to play with or eat raw dough. If you STILL want to lick the beaters—you know the risk.

Exercise of the Month

Towel Scrunch

Towel scrunches are very helpful in preventing or treating common foot or lower body injuries such as plantar fasciitis, shin splints and even achy knees. The stronger your foot muscles are, the less force that is placed on the rest of your body when you move!

- Place a towel flat on a hard, smooth surface (linoleum, concrete, tile, etc.).
- While seated, put your toes on the edge of the towel. Curl your toes and scrunch the towel under your foot (as seen in the photo). Continue to scrunch the towel until you have reached the opposite edge of the towel.
- Repeat ten times.





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Quick Baked Pears

Tis the season for indulgent treats! Here is a quick, healthy recipe to satisfy your sweet tooth that is a better option than many of the other choices available this time of year.

INGREDIENTS:

- 2 large Bosc pears
- 2 tsp sugar
- 1/4 tsp cinnamon
- 1/4 cup dried cranberries
- 1/4 cup granola
- 1/4 cup apple juice
- 1/2 cup vanilla low-fat frozen yogurt, divided into 4 small scoops



PREPARATION:

1. Peel pears; cut in half lengthwise. Use a melon baller or grapefruit spoon to remove core and seeds, creating a hollow.
2. Place pear halves, with cut side up, in a glass pie plate. Combine sugar and cinnamon; sprinkle evenly over pears.
3. Combine cranberries and granola; mound into hollows of the pear halves. Pour the apple juice in and around pear halves. Cover dish loosely with wax paper.
4. Cook in microwave on HIGH 6-8 minutes or until the pears are tender when pierced with a knife. Let stand in the dish for 5 minutes. Use a large slotted spoon to transfer the pears to serving plates.
5. Drizzle juices from pie plate over pears and serve with frozen yogurt.

Nutrition Facts:

Servings: 4
 Serving size: 1 half pear
 Calories: 176
 Total Fat : 2g (1 g saturated fat)
 Protein: 3g
 Carbohydrate: 40g
 Fiber: 4g
 Sodium: 32mg
 Potassium: 80mg

Source: www.health.com

DID YOU KNOW?

A 4 ounce cup of eggnog contains approximately 350 calories. Spiking the nog with alcohol can add another 300 calories. One reasonable step that can be taken to dilute the considerable caloric impact of this traditional holiday drink is to dilute the store-bought nog with skim milk before drinking.

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Division Chief Mike Corless

Re: Operations Division Monthly Report – December 2019

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

- Meetings Attended:
 - Staff Meetings
 - Monthly OPS
 - Board Meeting
 - CCOM Fire Users
 - C800
 - Budget monitoring
 - Labor Management
 - Personnel issue
 - REGIS Steering Committee
- 12/2 Chief's Interviews (Captain and Apparatus Operator).
- 12/2 Expectations meeting with new Captain.
- 12/3 Meeting to discuss open burning.
- 12/3 Meeting with background investigator for a former employee.
- 12/3 Meeting with Estacada "A" shift.
- 12/5 Chief's Interview (Apparatus Operator).
- 12/5 Wildland pre-planning meeting.
- 12/5 Expectations meeting with new Captain.
- 12/9 Meeting with Sandy Fire.
- 12/9 Meeting with Oregon City citizens to discuss the Molalla Ave project.
- 12/10 Intterra project meeting.
- 12/10 Upcoming testing needs.
- 12/11 Training Planning Retreat.
- 12/11 Retirement Celebration for Estacada Lt.
- 12/12 Data Reporting meeting.
- 12/13 Fire Station Alerting OPS advisory meeting at WCCCA.
- 12/16 Training Center remodel discussion.
- 12/17 SOC planning meeting.
- 12/17 Meeting with PGE regarding Clackamas River Dams.
- 12/17 Estacada shift personnel training.
- 12/17 C800 Citizen Advisory Committee meeting.
- 12/18 SOC meeting part two.

- 12/18 Estacada shift personnel training.
- 12/19 Captain's meeting.
- 12/19 Estacada shift personnel training.
- 12/20 Wildland deployment meeting.
- 12/23 CCOM feasibility study presentation.
- 12/30 Expectation meeting for Lt.
- 12/30 Meeting with City of Oregon City to discuss the Molalla Ave project.
- 12/30 Meeting with Captain Goodrich.

Respectfully submitted,

Division Chief Mike Corless

North Battalion- A Shift
Battalion Chief Michael Carlsen

- Significant Incidents
 - December 25th - CCOM dispatched a first alarm residential fire. Units responded to a women's halfway house that included the ability for their children to stay with them. A 6 year old male stole a lighter the previous day with the intent to harm fellow dwellers. The male lit a box of clothes on fire in a basement that house two young children and one sleeping infant. The children were removed once the fire grew. The fire took over 60 minutes to extinguish due to being in the walls. Crews worked hard and overcame multiple frustrations in relation to this fire.
 - Responded as part of a second alarm residential fire in Engine 311 first due. BC302 assumed move up officer duties and returned to the North Battalion.
 - Provided back up and move up coordination for BC301 on a high mechanism injury accident at HWY 211x HWY212.
- Projects/Events/Meetings/Training
 - Attended Clackamas County Chamber of Commerce Annual Christmas Breakfast.
 - Conducted multiple PR events including Fill the Boot and four Operation Santa Claus.
 - Helped provide a lunch for Timmy (fire rescue victim) which included five media outlets.
 - Conducted three Truck/US&R program meetings.
 - Extensive work planning and executing a purchase order for extrication equipment for \$49,999.00. PO executed on December 31, 2019.
 - Prepared for HR305 Captain succession plan.
 - Physical meet with each of four candidates.
 - Conducted multiple Apparatus Operator and Probationary Fire Fighter Evaluations.
 - Helped conduct multiple Organizational Briefings.
 - Attended multiple Senior Staff meetings.

- Attended one Operations Briefing.

North Battalion-B Shift

Battalion Chief Josh Santos

- Significant Incidents
 - December 14th – RV fire connected to residential structure – Provided incident command.
- Projects/Events/Meetings/Training
 - Worked with Rehab Volunteer Rick Larson on updating rehab policy.
 - Completed battalion station visits and provided operations notes.
 - Assisted with new ESO charting platform rollout.
 - Completed ventilation training evolution with T304.
 - Attended Senior Staff meeting.
 - Worked on annual SOP updates.
 - Participated in Probationary Firefighter Evaluation x 1.
 - Participated in tactical training with E301.

North Battalion-C Shift

Battalion Chief David Palmer

- Significant Incidents
 - December 24th - One smoke scare/investigation at the Clackamas Town Center.
- Projects/Events/Meetings/Training
 - Worked with Hazmat team to integrate into program.
 - Various training sessions with all crews in my battalion.
 - Supported several Op Santa events.

East Battalion- A Shift

Battalion Chief Burke Slater

- Significant Incidents
 - No significant incidents to report for the month of December.
- Projects/Events/Meetings/Training
 - SCBA program orientation with Capt. Wiken and Capt. Rector.
 - Budget planning for the SCBA program.
 - Evaluated E308 A/O at the TC for Probationary Testing.
 - Completed the ESO training and set up of the Tablet for BC301.
 - Completed the SDAO monthly managerial training.
 - Built and administered the Battalion Rural Water Supply drill.

East Battalion- B Shift

Battalion Chief Brent Olson

- Significant Incidents
 - December 17th - Traffic accident with entrapment, Hwy 224 x Springwater Rd.
 - December 23rd - Structure fire, Metzler Park Rd. Estacada.
 - December 26th - Traffic accident injury/ Rope Rescue, Maplelane Rd.

- Projects/Events/Meetings/Training
 - Operations Meeting – 12/8.
 - Boring Op Santa – 12/10.
 - Intterra Meeting about Preplan Process – 12/10.
 - Damascus Op Santa – 12/11.
 - Station 7 and 14 check in – 12/11.
 - Coordinated light duty personnel to begin Intterra Pre-plan uploads – 12/16.
 - Wildland training grant meeting - 12/16.
 - Station visits for Ops notes 8, 19, 14 – 12/17.
 - Wildland Deployment Development Meeting – 12/17.
 - Intterra Preplan PDF load completed – 12/23.
 - Chief Charlton ride-a-long, Stations 18 and 14 – 12/23.

East Battalion- C Shift

Battalion Chief Tony Cordie

- Significant Incidents
 - No significant incidents to report for the month of December.
- Projects/Events/Meetings/Training
 - Conducted operational briefings.
 - Attended Senior Staff meetings.
 - Attended Ops meeting.
 - Met with all personnel in east battalion on a shift by shift basis on C shift.
 - District familiarization in the east battalion.
 - Met with all crews in east battalions to go over operational expectations.
 - Mentoring for a C shift east battalion probationary lieutenant.
 - Met with east battalion crews to go over operational priorities and information for the month.
 - Met with Training department regarding building construction education for company officers.
 - Participated in Operation Santa for Station 7 area.
 - Participated in Operation Santa Station 8 area.
 - Met with Fire Marshal office personnel as a liaison for Operations.

South Battalion- A Shift

Battalion Chief Brian Burke

- Significant Incidents
 - December 7th - Injury Crash Car over embankment. - S Redland Rd.
 - December 23rd - Non-Injury Crash Car over embankment - S End Rd.
 - December 25th - 12/25 - Chimney Fire - SE Orchid.
 - December 25th - Minor Injury Crash Vehicle Rollover - S Maple Lane Rd.
- Projects/Events/Meetings/Training
 - Operation Santa Parade.
 - Table Top drill with multiple crews.

South Battalion- B Shift

Battalion Chief Jonathan Scheirman

- Significant Incidents
 - Code 99 in a moving aircraft @ 20100 Beaver creek Rd.
 - MVC with entrapment and a low angle rope rescue @ Maplelane Rd. & Walker Rd.

- Projects/Events/Meetings/Training
 - Attended EMS Drill for ESO.
 - Participated in a target hazard visit at Bush's Furniture in Oregon City.
 - Worked on the Women's Locker room remodel at Station 1 with Captain Brown.
 - Performed Probationary Lt. tactical evaluations.
 - Made several station visits.
 - Worked on review and updates of SOPs.

South Battalion- C Shift

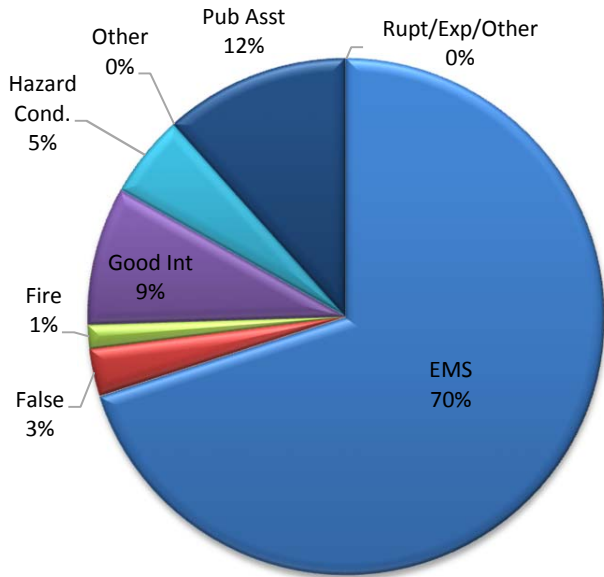
Battalion Chief Jason Ellison

- Significant Incidents
 - No significant incidents to report for the month of December.

- Projects/Events/Meetings/Training
 - Multi Company drills.
 - Probationary AO testing.
 - Participated in three Operation Santa parades.
 - Water Rescue budget and personal meetings.
 - Water Rescue Consortium meeting. Became co-chair of the consortium.
 - Fire Officer 1 Tactics and Strategy class preparation.

Clackamas Fire Dist. #1 Emergency Services Report

December 2019



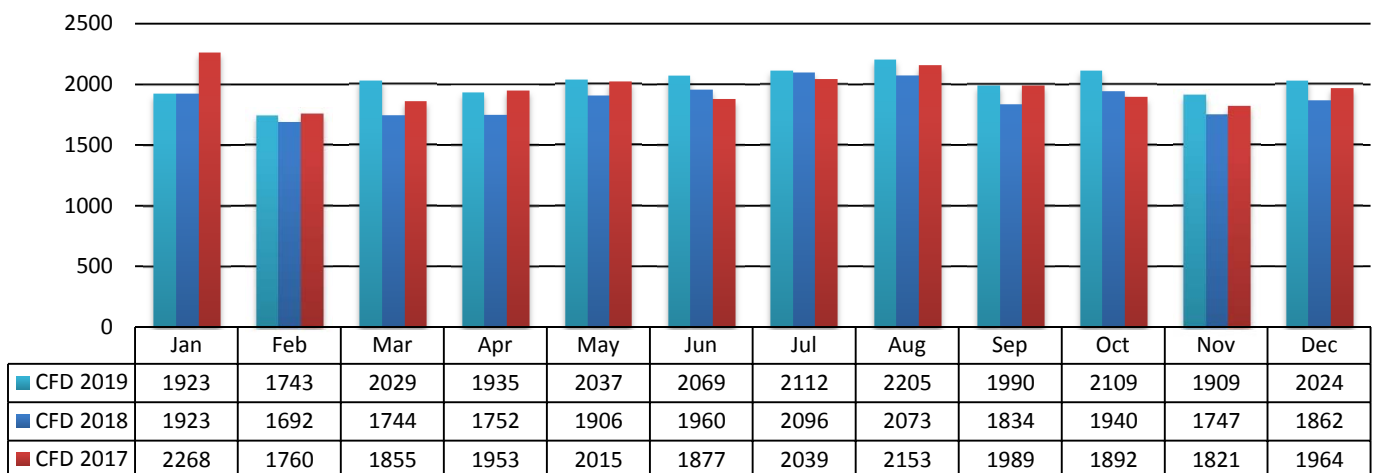
Incident Type	Data
EMS	1418
False	60
Fire	30
Good Int	175
Hazard Cond.	106
Other	0
Pub Asst	235
Rupt/Exp/Weather	0
Grand Total	2024

Year to Date

Incident Type	2017	2018	2019
EMS	15775	15634	16503
False	913	857	991
Fire	603	581	645
Good Int	2186	2060	2163
Hazard Cond.	1472	1050	1187
Other	7	7	2
Pub Asst	2619	2337	2581
Rupt/Exp/Weather	11	3	13
Grand Total	23586	22529	24085

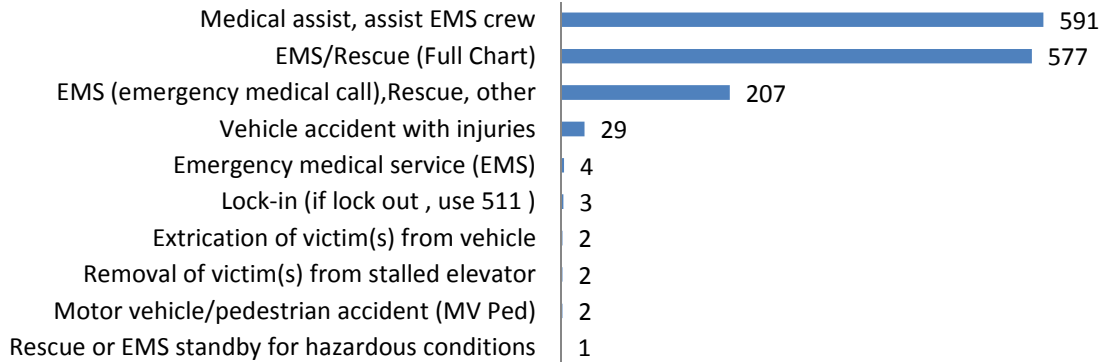
Mutual Aid Given Incident Not Included

Total Incidents by Month

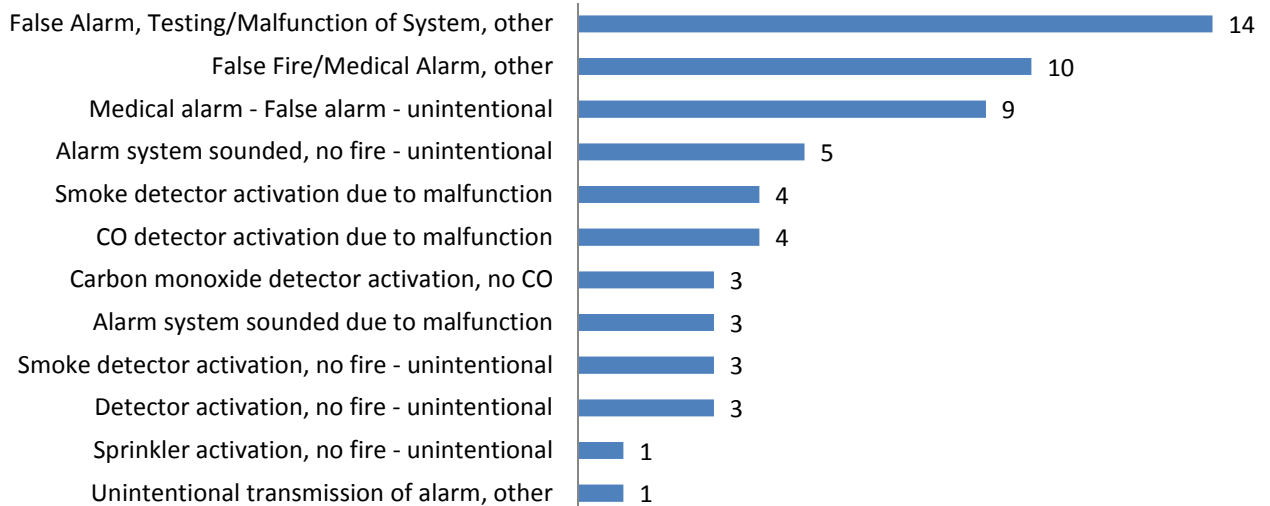


December 2019 Incident Summary

EMS Total: 1418

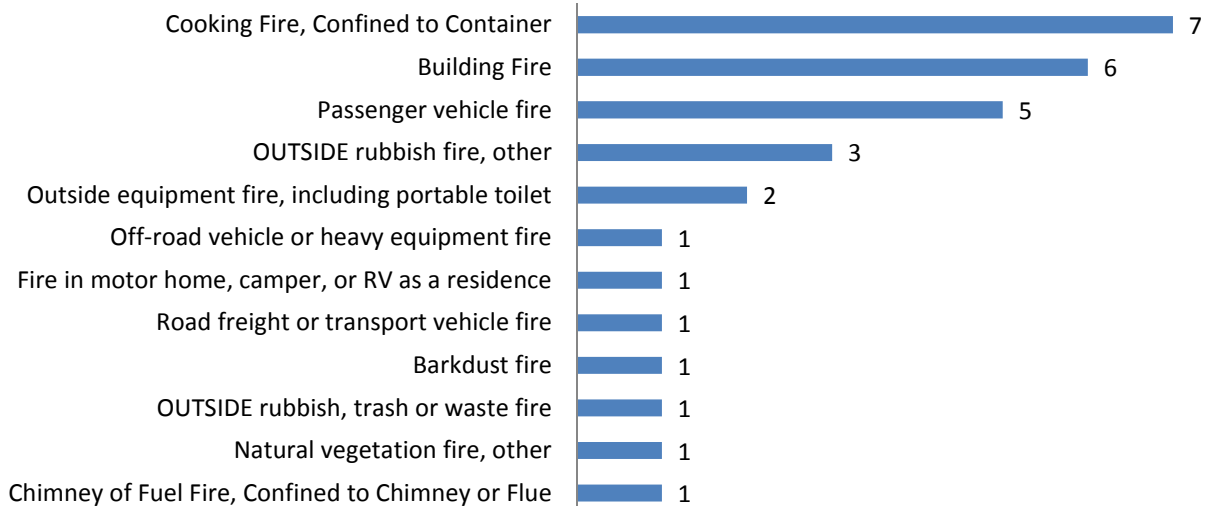


False Alarm Total: 60

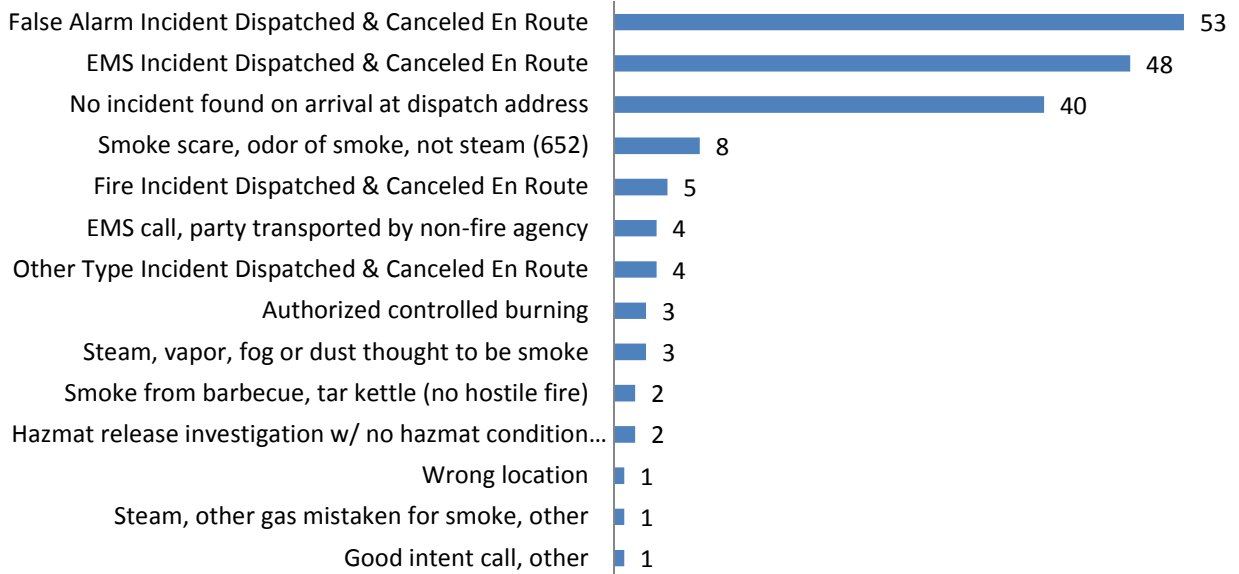


Weather/Rupture/Explosion/Other Total: 0

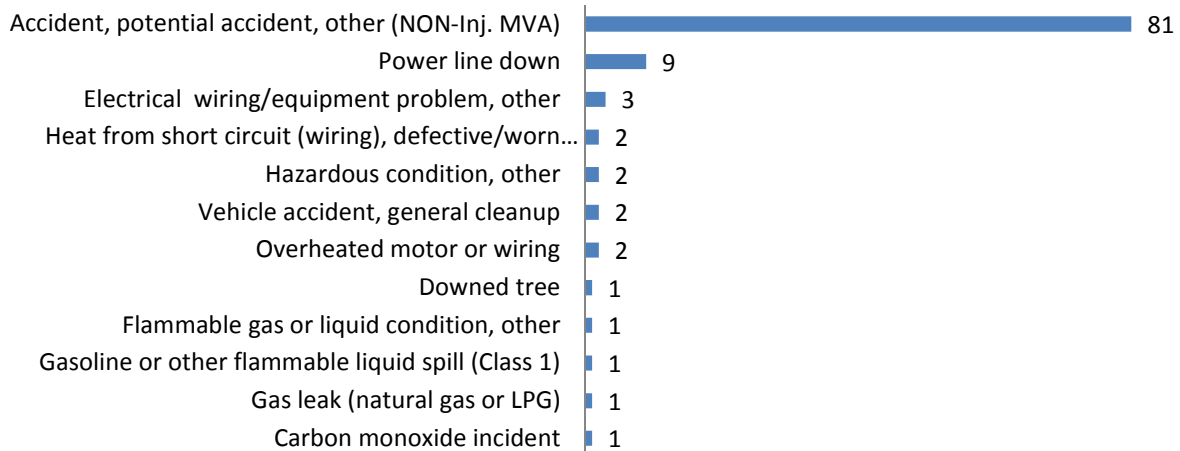
Fire Total: 30



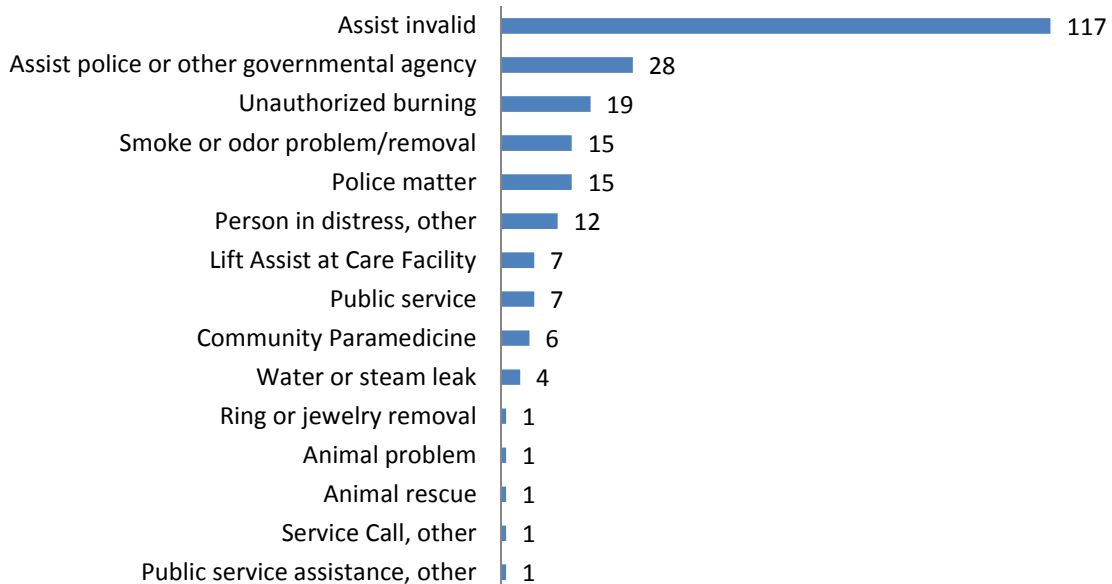
Good Intent Total: 175



Hazardous Condition Total: 106

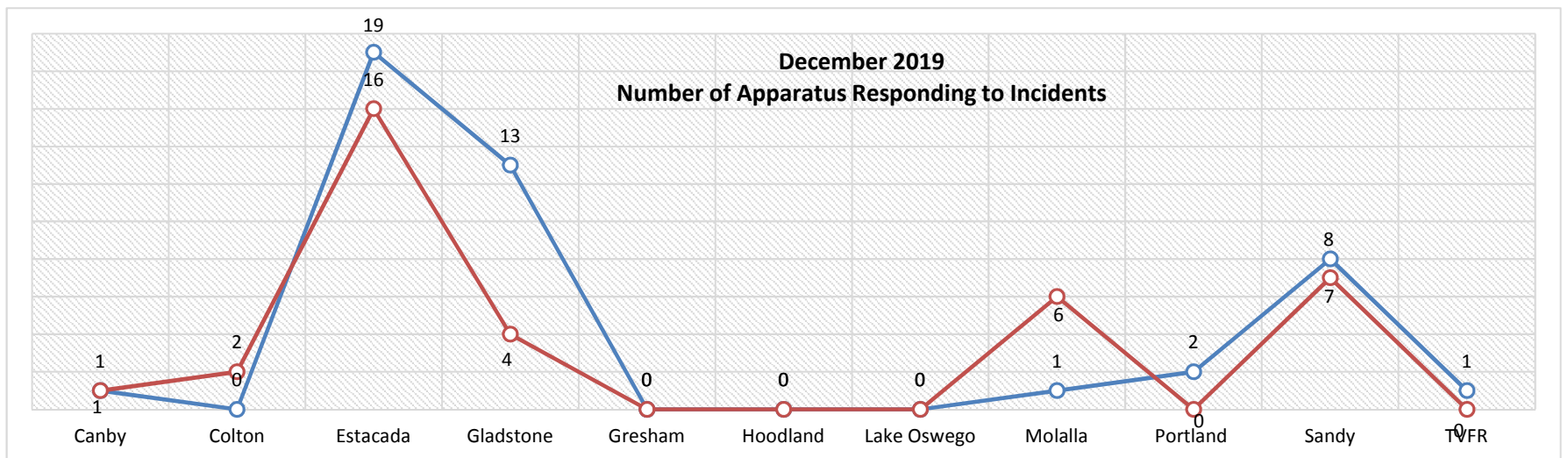
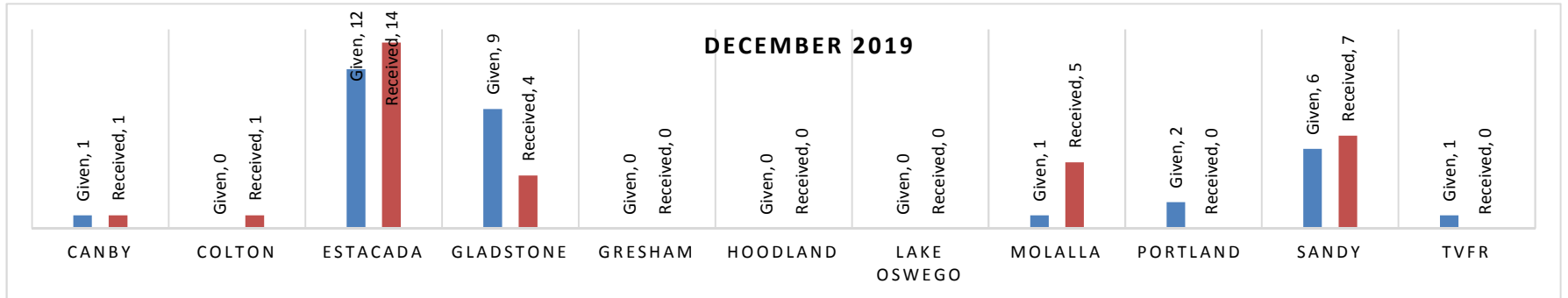
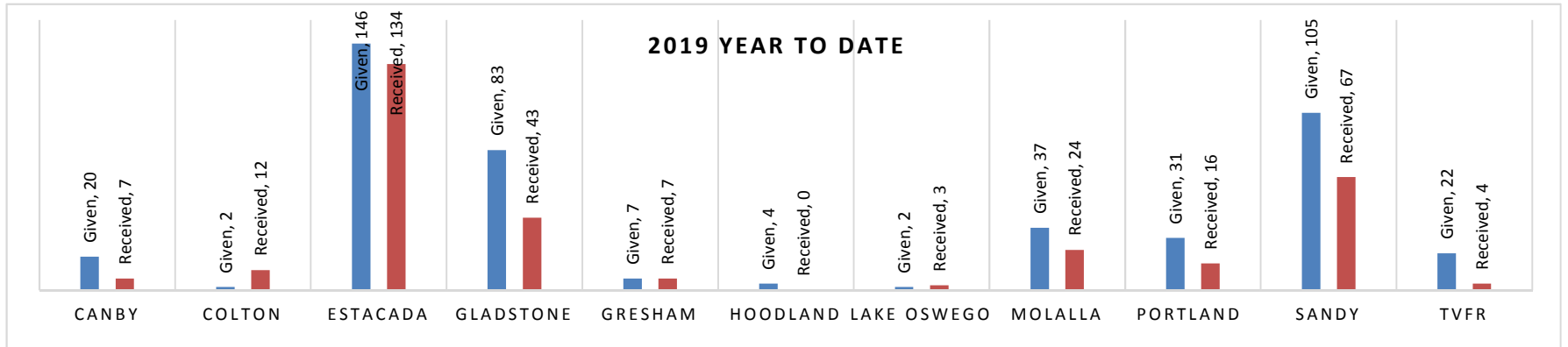


Public Assists Total: 235



Mutual Aid Given to Mutual Aid Received by Agency by Incident

**Does not include: canceled en-route, canceled on-scene or did not respond.*



Mutual Aid Given - Apparatus Overview

December 2019

Agency	Apparatus	Apparatus Action	Responses
Canby	M316	Provide advanced life support (ALS)	1
Canby Total			1
Estacada	M316	Provide advanced life support (ALS)	1
	HR305	Technical Rescue	1
	E309	Provide advanced life support (ALS)	1
	BC303	Assistance, other	1
	E311	Search	1
	E307	Assist lift patient	1
		Provide basic life support (BLS)	1
	T316	Salvage & overhaul	1
	E314	Provide manpower	1
	E318	Assist lift patient	1
		Investigate	1
		Provide first aid & check for injuries	1
		Provide manpower	1
	(blank)		1
	BC301	Incident command	1
BR318	(blank)	2	
RH308	Provide Rehab	1	
FM310	FMO Investigation	1	
Estacada Total			19
Gladstone	M303	Provide advanced life support (ALS)	3
	M316	Provide advanced life support (ALS)	1
	E315	Assistance, other	1
		Investigate	1
	Provide manpower	2	
	E309	Provide manpower	1
	E303	Extinguish	1
	E308	Provide advanced life support (ALS)	1
	T304	Investigate	1
Provide advanced life support (ALS)		1	
Gladstone Total			13
Molalla	M316	Provide advanced life support (ALS)	1
Molalla Total			1
Portland	E306	Provide advanced life support (ALS)	1
		Standby/Staged	1
Portland Total			2
Sandy	E314	Assistance, other	1
		Incident command	1
		Provide advanced life support (ALS)	2
	E318	Investigate	2
	BC301	Assistance, other	1
T319	Ventilate	1	
Sandy Total			8
TVFR	M303	Transport person	1
TVFR Total			1
Grand Total			45

**Incident Types
by FMZ
December 2019**

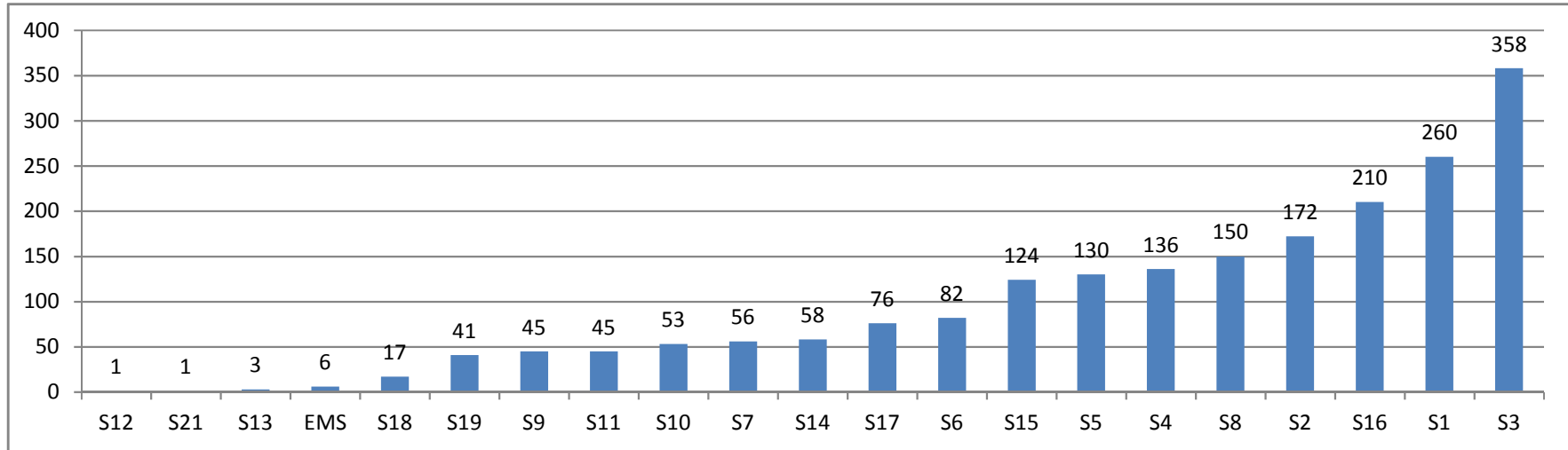
Incident Station	Incident Type	Total
S1	EMS	189
	False	4
	Fire	3
	Good Int	20
	Hazard Condition	15
	Pub Asst	29
S1 Total		260
S2	EMS	129
	False	6
	Fire	1
	Good Int	16
	Hazard Condition	4
	Pub Asst	16
S2 Total		172
S3	EMS	254
	False	6
	Fire	3
	Good Int	35
	Hazard Condition	11
	Pub Asst	49
S3 Total		358
S4	EMS	86
	False	5
	Fire	4
	Good Int	10
	Hazard Condition	9
	Pub Asst	22
S4 Total		136
S5	EMS	96
	False	4
	Good Int	11
	Hazard Condition	10
	Pub Asst	9
S5 Total		130
S6	EMS	58
	False	5
	Fire	2
	Good Int	7
	Hazard Condition	2
	Pub Asst	8
S6 Total		82
S7	EMS	45
	Fire	1
	Good Int	4
	Hazard Condition	3
	Pub Asst	3
S7 Total		56

Incident Station	Incident Type	Total
S8	EMS	86
	False	9
	Fire	6
	Good Int	17
	Hazard Condition	12
	Pub Asst	20
S8 Total		150
S9	EMS	30
	False	1
	Fire	2
	Good Int	4
	Hazard Condition	2
	Pub Asst	6
S9 Total		45
S10	EMS	31
	False	2
	Fire	2
	Good Int	7
	Hazard Condition	2
	Pub Asst	9
S10 Total		53
S11	EMS	26
	False	1
	Fire	3
	Good Int	5
	Hazard Condition	4
	Pub Asst	6
S11 Total		45
S12	EMS	1
S12 Total		1
S13	Good Int	1
	Hazard Condition	2
S13 Total		3
S14	EMS	38
	False	3
	Good Int	8
	Hazard Condition	4
	Pub Asst	5
S14 Total		58
S15	EMS	91
	False	6
	Good Int	6
	Hazard Condition	8
	Pub Asst	13
S15 Total		124

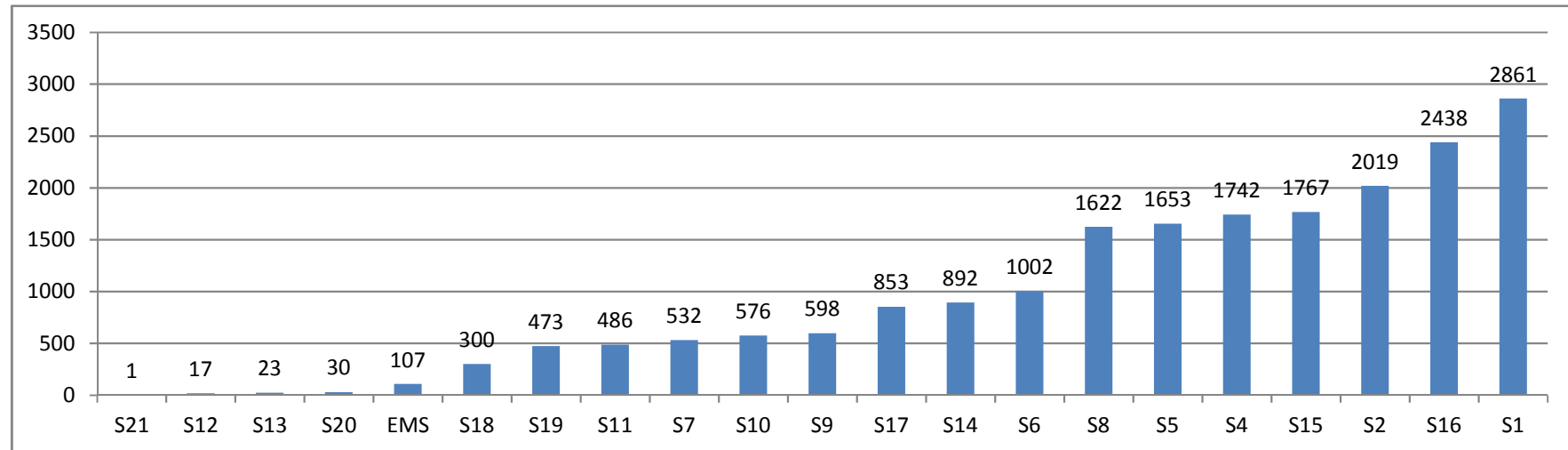
Incident Station	Incident Type	Total
S16	EMS	162
	False	3
	Fire	2
	Good Int	15
	Hazard Condition	8
	Pub Asst	20
S16 Total		210
S17	EMS	59
	False	4
	Fire	1
	Good Int	4
	Pub Asst	8
S17 Total		76
S18	EMS	15
	Pub Asst	2
S18 Total		17
S19	EMS	22
	False	1
	Good Int	5
	Hazard Condition	10
	Pub Asst	3
S19 Total		41
EMS	Pub Asst	6
EMS Total		6
S21	Pub Asst	1
S21 Total		1
Grand Total		2024

Incident Count by FMZ

December 2019



Year to Date



Apparatus Response by Station and Incident Type
(Including Mutual Aid Given)
December 2019

Unit Station	Unit ID	Incident Type	Total	
BC1	BC301	EMS	10	
		Good Int	4	
		Pub Asst	2	
		Fire	7	
		HazMat	5	
BC301 Total			28	
BC1 Total			28	
BC2	BC302	EMS	3	
		False	1	
		Good Int	5	
		Pub Asst	6	
		Fire	10	
		HazMat	5	
BC302 Total			30	
BC2 Total			30	
BC3	BC303	EMS	8	
		Good Int	3	
		Pub Asst	3	
		Fire	10	
		HazMat	5	
BC303 Total			29	
BC3 Total			29	
S1	E301	EMS	186	
		False	5	
		Good Int	23	
		Pub Asst	31	
		Fire	7	
		HazMat	19	
E301 Total			271	
S1 Total			271	
S2	RH302	Fire	2	
	RH302 Total			2
	E302	EMS	132	
		False	8	
		Good Int	16	
		Pub Asst	17	
Fire		5		
HazMat	5			
E302 Total			183	
S2 Total			185	
S3	M303	EMS	230	
		False	1	
		Good Int	24	
		Pub Asst	33	
		Fire	8	
		HazMat	4	
M303 Total			300	

Unit Station	Unit ID	Incident Type	Total
S3 Continued	E303	EMS	97
		False	5
		Good Int	16
		Pub Asst	30
		Fire	7
		HazMat	11
E303 Total			166
	HM303	EMS	2
		Pub Asst	1
HM303 Total			3
S3 Total			469
S4	T304	EMS	126
		False	5
		Good Int	16
		Pub Asst	32
		Fire	8
		HazMat	16
T304 Total			203
S4 Total			203
S5	HR305	EMS	130
		False	4
		Good Int	19
		Pub Asst	16
		Fire	10
		HazMat	18
HR305 Total			197
S5 Total			197
S6	E306	EMS	60
		False	3
		Good Int	9
		Pub Asst	10
		Fire	3
		HazMat	6
E306 Total			91
	IE306	EMS	1
IE306 Total			1
S6 Total			92
S7	E307	EMS	49
		False	1
		Good Int	5
		Pub Asst	6
		Fire	3
		HazMat	5
E307 Total			69
S7 Total			69
S8	E308	EMS	82
		False	8
		Good Int	15
		Pub Asst	20
		Fire	10
		HazMat	13
E308 Total			148
S8 Total			148

Unit Station	Unit ID	Incident Type	Total	
S9	E309	EMS	48	
		False	3	
		Good Int	7	
		Pub Asst	12	
		Fire	6	
		HazMat	2	
E309 Total			78	
S9 Total			78	
S10	E310	EMS	32	
		False	2	
		Good Int	8	
		Pub Asst	9	
		Fire	4	
		HazMat	5	
	E310 Total			60
	WT310	Fire	2	
	WT310 Total			2
	BR310	EMS	1	
	Pub Asst	1		
	HazMat	1		
BR310 Total			3	
S10 Total			65	
S11	E311	EMS	32	
		False	1	
		Good Int	7	
		Pub Asst	6	
		Fire	3	
		HazMat	4	
E311 Total			53	
WT311	Good Int	1		
WT311 Total			1	
S11 Total			54	
S12	BR312	EMS	1	
		HazMat	1	
BR312 Total			2	
S12 Total			2	
S13	BR313	EMS	5	
		BR313 Total		
S13 Total			5	
S14	E314	EMS	50	
		False	3	
		Good Int	10	
		Pub Asst	6	
		Fire	2	
		HazMat	8	
E314 Total			79	

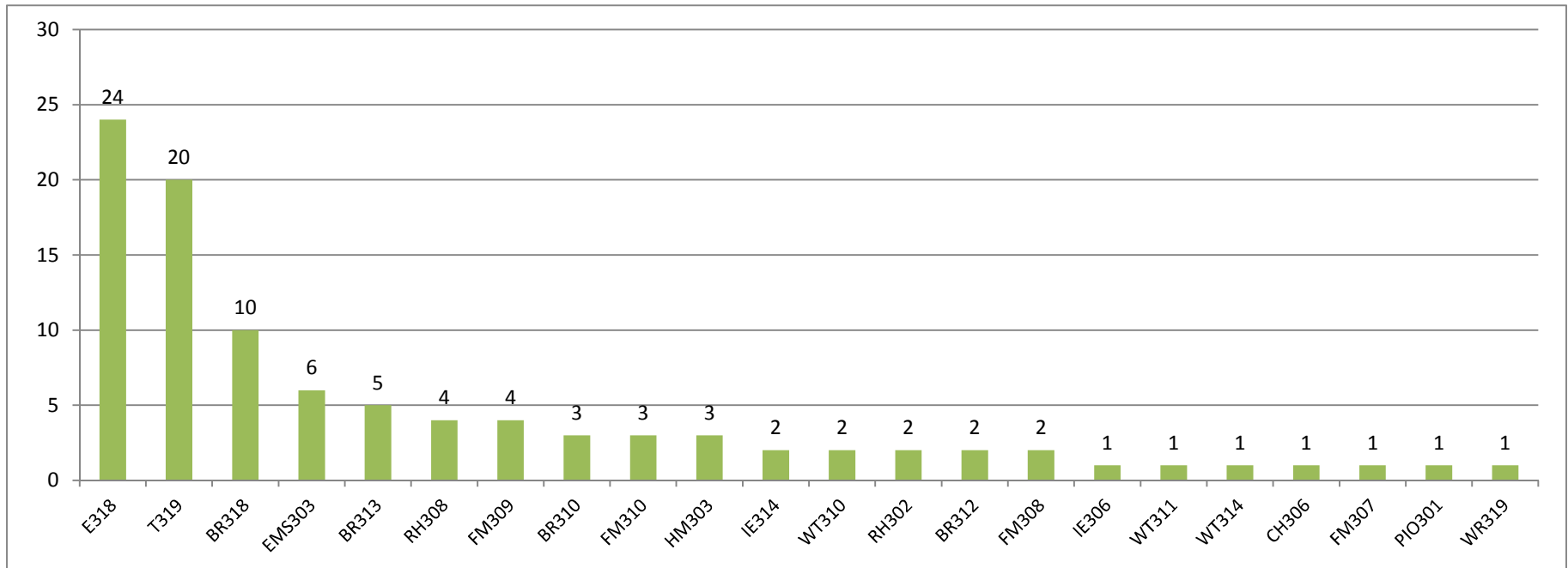
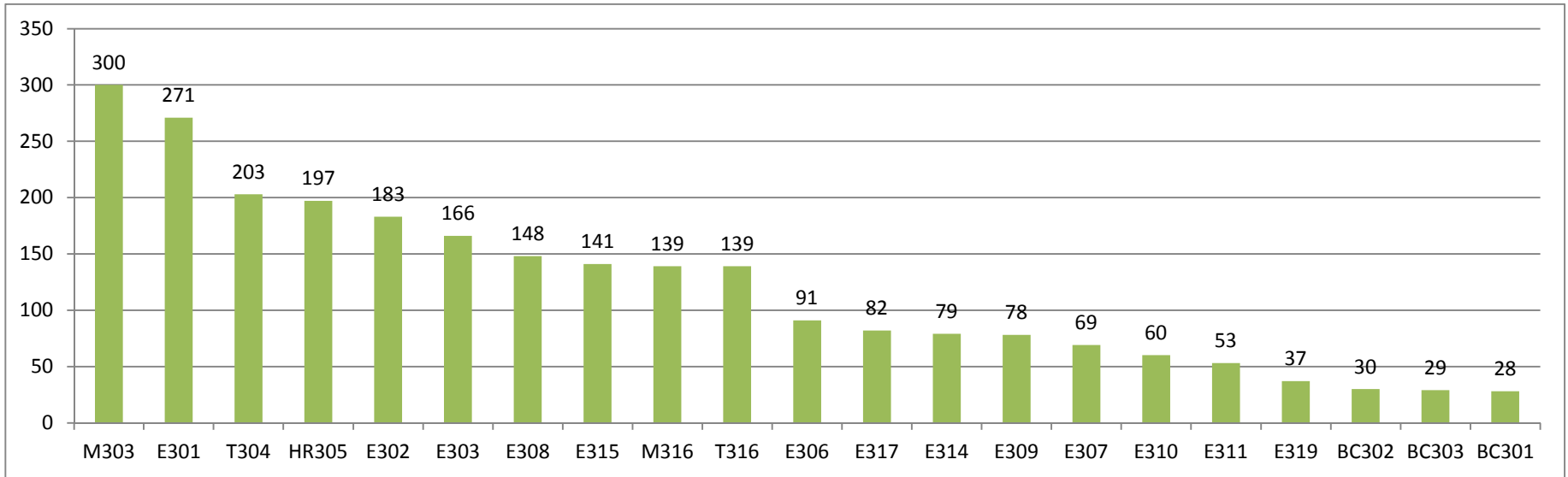
Unit Station	Unit ID	Incident Type	Total
S14 Continued	WT314	Fire	1
	WT314 Total		1
	IE314	Pub Asst	1
		Fire	1
IE314 Total		2	
S14 Total			82
S15	E315	EMS	95
		False	5
		Good Int	9
		Pub Asst	18
		Fire	4
	HazMat	10	
E315 Total		141	
S15 Total			141
S16	M316	EMS	119
		Good Int	5
		Pub Asst	9
		Fire	4
		HazMat	2
	M316 Total		139
	T316	EMS	78
		False	3
		Good Int	15
		Pub Asst	20
Fire		10	
HazMat	13		
T316 Total		139	
S16 Total			278
S17	E317	EMS	60
		False	4
		Good Int	6
		Pub Asst	9
	Fire	3	
E317 Total		82	
S17 Total			82
S18	E318	EMS	14
		False	1
		Good Int	4
		Pub Asst	4
		Fire	1
	E318 Total		24
BR318	EMS	8	
	HazMat	2	
BR318 Total		10	
S18 Total			34

Unit Station	Unit ID	Incident Type	Total
S19	E319	EMS	22
		False	1
		Good Int	5
		Pub Asst	3
		HazMat	6
	E319 Total		37
	T319	EMS	8
		Good Int	1
		Pub Asst	1
Fire		3	
HazMat		7	
T319 Total		20	
WR319	EMS	1	
WR319 Total		1	
S19 Total			58
(blank)	CH306	Pub Asst	1
	CH306 Total		1
	RH308	Fire	4
	RH308 Total		4
	FM309	Fire	4
	FM309 Total		4
	FM310	Fire	3
	FM310 Total		3
	FM307	Pub Asst	1
	FM307 Total		1
	PIO301	Fire	1
	PIO301 Total		1
	FM308	Fire	2
	FM308 Total		2
	(blank) Total		
EMS	EMS303	Pub Asst	6
	EMS303 Total		6
EMS Total			6
Grand Total			2622

Incident Response by Apparatus

(Including Mutual Aid Given)

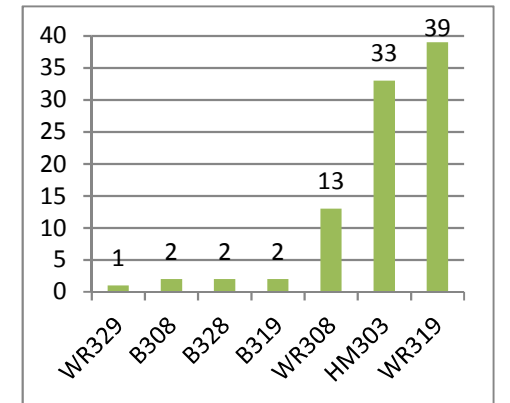
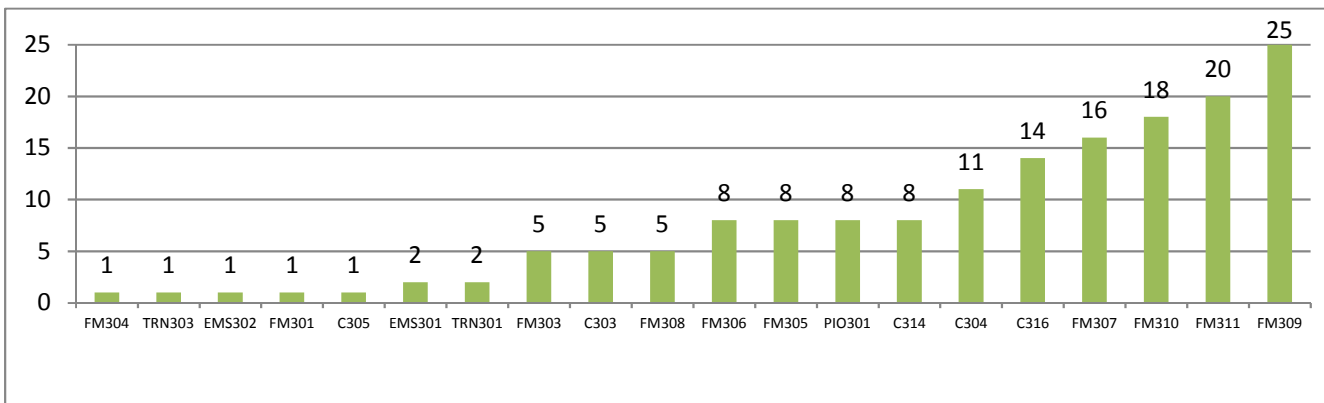
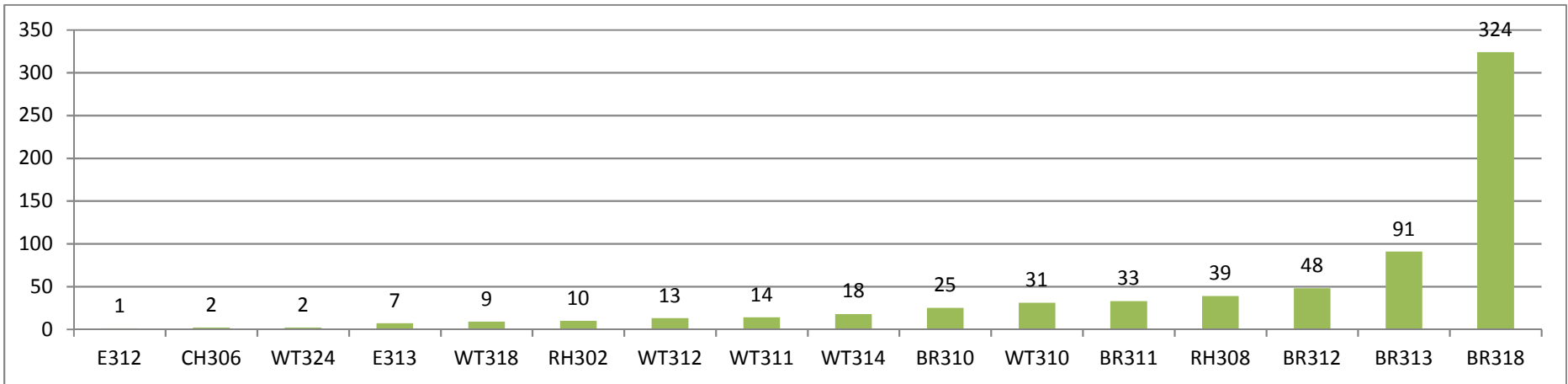
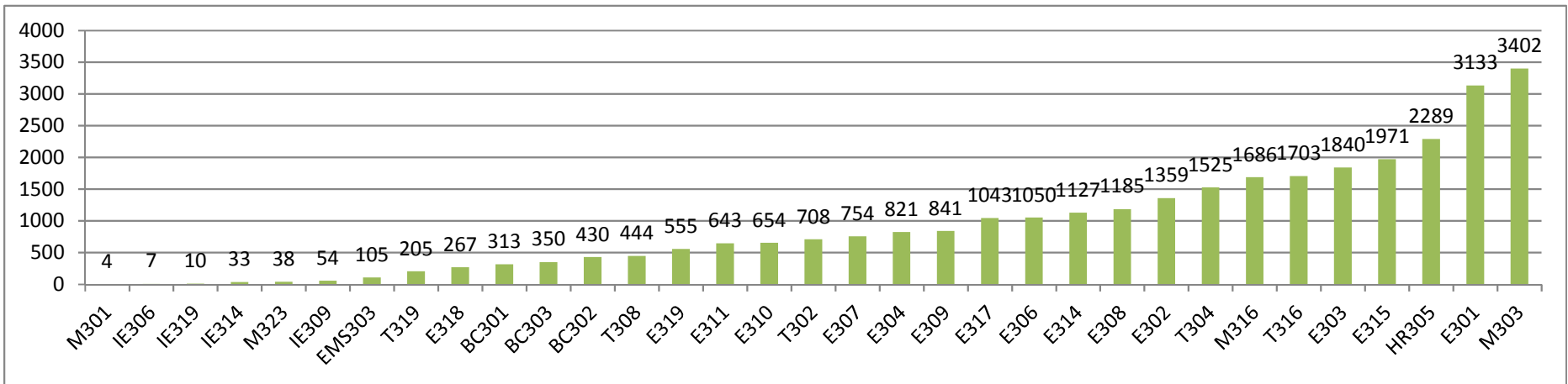
December 2019



Incident Response by Apparatus

(Including Mutual Aid Given)

Year to Date 2019



Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Battalion Chief Nick Browne

Re: Training Monthly Report – December 2019

Projects/Events/Meetings/Training – BC Browne

- Coverage Officer.
- Responded to Norman Road fire.
- Assisted with Gresham Fire's Captains promotional process.
- Attended Awards Committee nominations meeting.
- Conducted Training Technician interviews.
- Hired Training Tech Shawn Hepler to replace Joey Danna.
- Attended Technical Rescue meeting.
- Attended truck drills.
- Attended EMS roadshow.
- Attended testing meeting.
- Facilitated Emergency Services Division/Business Services Division annual training meeting.
- Attended Ops meeting.
- Met with DLO from DPSST.
- Met with SDAO representative.
- Met with Sandy Fire's Training Chief.
- Attended Training Center remodel meeting.
- Met with department Directors to discuss Annual Training Plan.
- Accreditation.
- Attended Board meeting.
- Career Academy preparation.
- Attended Senior Staff meetings.
- Reviewed injury reports.
- Posted Fire Officer 1 Academy.
- Posted for AO Academy.
- Training Staff reviewed policies and updated all CPS/IPS/SOPs.

Projects/Events/Meetings/Training – ATO Capt. Kinne

- Joint Apprenticeship Taskforce conference call.
- Organize mezzanine.
- Prepare Academy schedule.

- Update Academy documents/ prepare for recruit Academy.
- Build smoke machine cases.
- Assist with Estacada AO mentor sessions.
- Initiate Business Services staff training plan.
- Attend NWRFSDC meeting.
- Captains meeting.
- Arrange PFF finals testing schedule.
- Data Management meeting.
- Accreditation section 8 (6 days).

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

- Weekly Training Staff meetings.
- Probationary Apparatus Operator's practical tests.
- Update Probationary AO Credential.
- AO Mentor meeting.
- CPR assistance with Sabin School.
- Blood Borne Pathogens.
- Emergency Services Division/ Business Services Division Training Planning Retreat.
- Bailout Annual Compliance Training.
- Special Operations fillable form.
- AO Academy preparation.

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

- Volunteer Training schedule for 2020.
- Continued work on Career Academy 20-01.
- Worked with ATO Kinne to schedule and design the 19-01 Probationary Firefighter final Testing, taking place in January.
- Worked on Single Role Paramedic certification process to Firefighter 1.
- Assigned all newly promoted officers their Target Solutions credential and explained as needed.
- Went with BC Browne to meet with the Estacada employees that are currently on probation.
- Put together a Fire Officer 1 Academy. It will be 6 days. It will teach Fire District officer subjects.
- Finalized paperwork for Volunteer Academy 19-01.
- Full time work has begun on Career Academy 20-01.
- All but one Probationary FF has completed their eighth month testing.
- Worked on Firefighter 2 certification process.
- Completed the three month syllabus for upcoming Probationary FF training and sent it out to the officers who have PFFs.
- Worked on repairing the Lt. credential and reassigning it to the Lts. on probation.

Respectfully submitted,

Battalion Chief Nick Browne

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors
 From: Volunteer Services Chief Steve Deters
 Re: Volunteer Services Division Monthly Report –December 2019

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

Fire Training

- Drills in the month of December were suspended for Operation Santa participation.

EMS Training

- Drills in the month of December were suspended for Operation Santa participation

In December the Volunteer group participated in the following Events/Meetings

- 11/30/19 - Ops Santa Parade, Station 11 (5:00 PM 10:00 PM)
- 12/01/19 - Take Santa to Tree Lighting (4:45 PM 5:15 PM)
- 12/01/19 - Ops Santa Parade, Station 10 (5:00 PM 10:00 PM)
- 12/02/19 - Ops Santa Parade, Station 16 & Station 9 (5:00 PM 10:00 PM)
- 12/02/19 - Volunteer Board Meeting - Board Only (6:30 PM 9:00 PM)
- 12/03/19 - Ops Santa Parade, Station 16 (5:00 PM 10:00 PM)
- 12/05/19 - Ops Santa Parade, Station 2-1st night (5:00 PM 10:00 PM)
- 12/06/19 - Ops Santa Parade, Station 2-2nd night (5:00 PM 10:00 PM)
- 12/07/19 - Ops Santa Parade, Station 3 (5:00 PM 10:00 PM)
- 12/08/19 - Ops Santa Parade, Station 1 (5:00 PM 10:00 PM)
- 12/09/19 - Ops Santa Parade, Station 4 (5:00 PM 10:00 PM)
- 12/10/19 - Ops Santa Parade, Station 14 (5:00 PM 10:00 PM)
- 12/11/19 - Ops Santa Parade, Station 21 (Damascus 5:00 PM 10:00 PM)
- 12/12/19 - Ops Santa Parade, Station 8 (5:00 PM 10:00 PM)
- 12/13/19 - Ops Santa Parade, Station 6-1st night (5:00 PM 10:00 PM)
- 12/14/19 - Ops Santa Parade, Station 6- 2nd night (5:00 PM 10:00 PM)
- 12/15/19 - Ops Santa Parade, Station 7 (5:00 PM 10:00 PM)
- 12/16/19 – Barrel/Business and School pick-ups
- 12/17/19 – Barrel/Business and School pick-ups
- 12/17/19 – Boxing food wrap up
- 12/18/19 – Family Toy/Gift packing night
- 12/19/19 –Family verification day
- 12/20/19 –Family Toy/Gift relocation to Fleet building day
- 12/20/19 –Food only deliveries

- 12/21/19 –Pick up day for food and toys
- 12/23/19 – Clean up Tear down both warehouse spaces and rental returns

Recruitment VRA 19-01

- Participation in Operation Santa events

Explorers

- Participation in Operation Santa events

Public-Relations

- Participation in Operation Santa events

Station Coverage

The following is a breakdown per station that had a Duty Shift for December:

- Stn.12 – 9/31
- Stn.13 – 15/31
- Stn.18 – 23/31
- Rehab/Water Tender Group – 23/31

Personnel Changes:

- A/O/EMT - Tyler Hill – Hired by CFD#1
- A/O/EMT – Ryan Kragero– Hired by CFD#1
- FF/EMT – Derik Briggs - Resigned

Respectfully submitted,

Volunteer Services Battalion Chief Steve Deters

Emergency Services Division

To: Chief Fred Charlton and the Board of Directors

From: Facility Maintenance Manager Scott Vallance

Re: Facility Maintenance Department Monthly Report – December 2019

December was a busy month for various repairs at most of our District facilities. In addition to these many requests, the following was also done:

- Three offices were painted at the Administration building.
- Facilities Maintenance Tech II Thompson worked with Station 1 Capt. Brown on a remodel floor plan for the female dorm.
- Worked with Training on the remodel plan for the Training Center.
 - Collected quotes for window replacement
 - Collected quotes for siding replacement
- Worked with Estacada/St. 330, preparing for the transition to the Contract for Services.
- Followed up on punch list items for Station 16 and Station 19.
- Facilities Maintenance Tech II Dinsmore continued replacement of the extractor soap dispensers.

Respectfully submitted,

Facilities Director Scott Vallance

CORRESPONDENCE

C-1 Thank you Re: Assistance in the Damascus Peace Candle lighting and Christmas in Damascus 2019 program.

12/18/2019

Dear Chief Charlton,

Thank you so much for your assistance
in the Damascus Peace Candle Lighting and the
Christmas in Damascus 2019 program.

We greatly appreciate your help and support.

Jamarr Robinson

Kinship Club of Damascus - Happy Valley and the
Damascus Civic Club

INFORMATIONAL ITEMS

- I-1 Teen meets firefighters who saved him from burning home - Clackamas Review
- I-2 Clackamas house fire displaces 11 people, no injuries – The Oregonian/Oregon Live
- I-3 Estacada Fire volunteers and employees sworn into Clackamas – Estacada News
- I-4 3 seriously injured as crash sends car down 30-foot embankment in Oregon City-KATU

Clackamas Review

Teen meets firefighters who saved him from burning home

Timm Wilson-Kreuger, 19, who had been locked in bathroom when rescuers arrived, visits Milwaukie fire station

A 19-year-old with autism this week met the firefighters who pulled him out of a burning home on June 13 in Milwaukie as he continues to recover.

Firefighters who performed the rescue six months ago hosted Timm Wilson-Kreuger and his family to a firehouse lunch on Dec. 10 at the Milwaukie fire station on Harrison Street. After extensive medical care, months in the intensive care unit and continued rehabilitation, Wilson-Kreuger has reached a point in his recovery where he is able to come and visit the crews who rescued him that day.

Timm Wilson-Kreuger is a big fan of the Tyrannosaurus rex so the firefighters bought him and his family matching green shirts along with the large poster of a T-rex.



Clackamas Fire Lt. Justin McWilliams, who was part of the search-and-rescue effort said, "Our mission is simple, 'To safely Protect and preserve life and property.' What makes this career so rewarding, is to see the impact we truly have on our public. We have built a relationship and amazing bond with Tammi, Kevin and Timm over the last six months, following a significant fire that almost took everything from the Wilson family. We get to celebrate Timm's recovery together at the firehouse, which is less than a mile from the address that brought us all together."

As this newspaper reported in June, firefighters responded to the two-alarm fire just before 8 p.m. in the 9700 block of Southeast 38th Avenue.

Neighbors told KOIN 6 News that they heard screaming and ran outside to find a woman yelling that her son was trapped inside the burning building.



"I just started kicking at the front door, and it was too hot and flames were ripping through the windows," neighbor David Chis told KOIN 6 News. "It seemed like a lost cause, but I didn't really want to give up with it being that someone was stuck in the house."

Firefighters arrived to find a large amount of black smoke and fire coming out

of several windows. With reports confirming that someone was still inside, first arriving crews quickly made access to the home without the protection of a hose line to begin looking for the trapped individual.

From witness reports and a quick systematic search, firefighters were able to locate Wilson-Kreuger, who had locked himself in the hallway bathroom when the fire started. After locating him, the firefighting team was able to make their way in low-visibility and high-heat conditions to a front window where he was lifted out and handed to a team of waiting firefighters. Medical care was initiated before being transported to an area hospital.

Wilson-Kreuger was taken to the hospital in critical condition. Others on the scene were treated for smoke inhalation. Firefighters said a power line fell on one of their trucks at the scene.

Wilson-Kreuger, who has Down syndrome, reportedly ended up in the bathroom after becoming scared when an accidental cooking fire started in the kitchen. In addition to the quick actions of the firefighters, the closed door was credited for keeping the smoke and heat out of the bathroom and creating a survivable space in the minutes he waited to be rescued.

A fund for the family at gofundme.com has raised nearly \$25,000.

Source: <https://pamplinmedia.com/cr/24-news/445594-361143-teen-meets-firefighters-who-saved-him-from-burning-home>

The Oregonian/Oregon Live

Clackamas house fire displaces 11 people, no injuries

By: Maxine Bernstein
Posted: December 25, 2019

Eleven people were displaced from a single-family home in Clackamas on Christmas Day when a fire that started in the basement worked its way up into the attic, said Tammy Owen, a Clackamas Fire District 1 spokeswoman.

The fire was reported at 3:50 p.m. on Southeast Rainier Avenue, drawing a response from 27 firefighters.

The occupants of the home safely evacuated, and no injuries were reported, Owen said

Fire investigators remained at the scene Wednesday night, working to determine the cause of the fire.

The American Red Cross also responded to help relocate the family impacted.



Source: <https://www.oregonlive.com/crime/2019/12/clackamas-house-fire-displaces-11-people-no-injuries.html>

Estacada News

Estacada Fire volunteers and employees sworn into Clackamas

Voters from both Estacada Rural Fire District and Clackamas Fire will vote on a merger in November 2020

By: Emily Lindstrand

Published: January 7, 2020

Estacada firefighters and volunteers recently joined the ranks of Clackamas Fire.

Last October, members of the boards of directors for Estacada Rural Fire District and Clackamas Fire approved a contract for service, which began Jan. 1, 2020, and will continue through June 30, 2021. The districts will vote on a merger in November 2020, which would need to be approved by both districts to go into effect.

During the contract for service, Clackamas will manage Estacada's fire district.



Clackamas Fire will staff the Estacada Fire Station with three firefighters for all 24-hour shifts, something that Estacada Fire can provide only 68% of the time. The George Fire Station will be staffed with additional volunteers, and Clackamas will provide Estacada with 24-hour fire chief coverage. If a merger is approved, staffing at the Estacada Fire Station will increase to four people.

During a ceremony held Tuesday, Jan. 2, at Camp Withycombe in Clackamas, Estacada volunteers and career firefighters were sworn in as members of Clackamas Fire. Estacada Fire employees retained their seniority upon being transferred, and current Clackamas Fire employees were also recognized and promoted to roles during the event.

Source: <https://pamplinmedia.com/en/30-news/447475-363995-estacada-fire-volunteers-and-employees-sworn-into-clackamas>

KATU

3 seriously injured as crash sends car down 30-foot embankment in Oregon City

By: KATU Staff

Published: December 26, 2019

OREGON CITY, Ore. – Three people were rushed to trauma centers on Thursday after a crash that sent a car down a 30-foot embankment in Oregon City.

Clackamas Fire said the two-vehicle crash happened along Maplelane Road. Firefighters used ropes to rescue two people from a vehicle that went down a hill.

Initial reports state all three people involved in the crash suffered life-threatening injuries.

No initial word on what led up to the collision.



Source: <https://katu.com/news/local/3-seriously-injured-as-crash-sends-car-down-30-foot-embankment-in-oregon-city>