



**Clackamas Fire District #1**

# **Board Meeting Briefing Packet**

**August 16, 2021**



*To safely protect and preserve life and property*

CLACKAMAS FIRE DISTRICT #1

**Board of Directors' Meeting  
Monday, August 16, 2021  
Meeting Location: Remote Video Conferencing  
6:00 pm**

**AGENDA**

**REGULAR SESSION**

- I. CALL TO ORDER PER ORS 192.610 TO 192.690  
ORS 192.650 – The meeting is being recorded.**
- II. CHANGES TO AGENDA (p. 2)**
- III. APPROVAL OF MINTUES OF THE REGULAR BOARD MEETING ON JULY 19, 2021. (p. 5)**
- IV. PUBLIC COMMENT** *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*
- V. CIVIL SERVICE COMMISSIONER INTERVIEW**
- VI. BUSINESS – Action required**

**PRESENTATION – EMERGENCY PREPAREDNESS MONTH** – Emergency Manager Gregg Ramirez

- (p. 20) B-1 Request Board Approval of Proclamation 21-03 - To Designate the Month of September 2021 as Emergency Preparedness Month- with the Theme, “Be Ready to Bug Out.” – Emergency Manager Gregg Ramirez**
- (p. 21) B-2 Request Board Approval to Authorize the Fire Chief to Enter into a Contract for a Feasibility Study in Cooperation with Sandy Fire District No. 72 – Division Chief Michael Carlsen and Division Chief Joshua Gehrke**
- B-3 Discussion on Changing the Meeting Start Time to 5:00 pm – Division Chief Joshua Gehrke**
- (p. 126) B-4 Request Board Approval of One Commissioner to Serve a Four-Year Term on the Civil Service Commission – Division Chief Joshua Gehrke**



*To safely protect and preserve life and property*

CLACKAMAS FIRE DISTRICT #1

## **VII. OTHER BUSINESS – No action required**

**OB-1 Legislative Update** – Lobbyist Genoa Ingram

### **OB-2 Board Committee/Liaison Reports**

Clackamas Emergency Services Foundation – President Cross

Interagency Committee – Director Joseph / Director Syring

Civil Service Liaison Report – Director Syring/Commission Chair Weatherly

### **OB-3 Board Informational Updates/Comments**

## **VIII. INFORMATIONAL ONLY**

### **A. Division / Department Reports**

**(p. 127)** R-1a Office of the Fire Chief – Chief Nick Browne – Verbal

R-1a.1 Governmental Affairs- Battalion Chief Brandon Paxton (Board packet)

R-1a.2 Health & Safety – Chief of Health & Safety Heather Goodrich (Board packet)

**(p. 135)** R-1b Office of Strategic & Business Services - Assistant Chief Stewart (Board packet)

R-1b.1 Community Services – Division Chief Doug Whiteley (Board packet)

Public Education – Captain Kari Shanklin (Board packet)

R-1b.2 Fire Marshal’s Office – Battalion Chief Shawn Olson (Board packet)

R-1b.3 Human Capital – Division Chief Joshua Gehrke

R-1b.4 Support Services – Division Chief Michael Carlsen (Board packet)

Fleet Services - Manager Bill Bischoff (Board packet)

Facility Maintenance - Manager Scott Vallance (Board packet)

Logistics Services – Manager DeAnn Cordes (Board packet)

R-1b.5 Technology – Chief Technology Officer Oscar Hicks (Board packet)

Information Technology Services – Manager Steve Watkins (Board packet)

Data Services – Manager Shelby Hopkins (Board packet)

**(p. 159)** R-1c Office of Financial Services - Chief Financial Officer Mark Whitaker (Board packet)

**(p. 160)** R-1d Office of Emergency Services – Division Chief Josh Santos and Division Chief Dan Mulick

R-1d.1 Medical Services - Division Chief Josh Santos (Board packet)

R-1d.2 Operations – Division Chief Dan Mulick (Board packet)



*To safely protect and preserve life and property*

CLACKAMAS FIRE DISTRICT #1

Emergency Management – Emergency Manager Gregg Ramirez  
(Board packet)  
Training Department - Battalion Chief Steve Deters (Board  
packet)

R-1e Professional Firefighters of Clackamas County Local 1159 – Assistant Shop  
Steward Patrick Dunne- Verbal

**(p. 171)** R-1f Volunteer Services – Battalion Chief Steve Deters (Board packet)

R-1g Volunteer Association Report – President Kirk Hambley - Verbal

**(p. 173) B. Correspondence**

**(p. 177) C. Informational Items**

**D. Next Meeting**

The next Board of Directors’ meeting will be on Monday, September 20, 2021, at 6:00 pm;  
location to be determined.

**IX. REGULAR BOARD MEETING RECESSES**

**X. EXECUTIVE SESSION CALLED TO ORDER UNDER ORS 192.660 (2)(d) TO  
DISCUSS LABOR CONTRACT NEGOTIATIONS**

**XI. REGULAR BOARD MEETING RECONVENED**

**XII. ADJOURNMENT**

**UPCOMING EVENTS:**

September 20 – Regular Monthly Board Meeting – 6:00 pm; location to be determined.

# Clackamas Fire District #1



## REGULAR BOARD OF DIRECTORS' MEETING July 19, 2021

(This meeting was recorded.)

### I. CALL TO ORDER PER ORS 192.610 TO 192.690 ORS 192.650 – The meeting has been recorded.

President Cross called the meeting to order at 6:00 pm. He noted the meeting was being held via teleconference and the video recording will be posted on the website.

**Present:** Board of Directors Jay Cross, Chris Hawes, Thomas Joseph, Jim Syring, and Marilyn Wall; Fire Chief Nick Browne; Assistant Chief Brian Stewart; Deputy Chief Doug Whiteley; Division Chief Josh Gehrke; Division Chief Michael Carlsen; Division Chief Josh Santos; Division Chief Dan Mulick; Fire Marshal Shawn Olson; Public Information Officer Brandon Paxton; Battalion Chief Ted Willard; Chief of Health & Safety Heather Goodrich; Chief Finance Officer Mark Whitaker; Staff Captain Mike Verkest; Fleet Manager Bill Bischoff; Facilities Manager Scott Vallance; Volunteer Jerry Kearney; CFD Station 1; Program Specialist Tracey Grisham; Local 1159 Assistant Shop Steward Steve McAdoo; Captain Nate Hon; Genoa Ingram from Court Street Consulting; Jeff Griffin from Wilson-Heirgood Associates; Sandy Fire District Fire Chief Phil Schneider and Division Chief Jason McKinnon; Civil Service Chair Will Weatherly, citizen Thelma Haggemiller and Executive Assistant Rachel Trotman.

### II. CHANGES TO AGENDA

No changes.

### III. APPROVAL OF THE MINUTES FROM THE WORK SESSION ON JUNE 15, 2021, THE REGULAR BOARD MEETING ON JUNE 21, 2021, AND THE WORK SESSION ON JULY 6, 2021.

There were no changes to the minutes.

**The minutes were approved unanimously as written.**

### IV. PUBLIC COMMENTS

None.

### V. PRESENTATION – BOARD TRAINING – Jeff Griffin from Wilson-Heirgood Associates

Jeff explained that this is a new training that SDAO is offering. This is one of the classes that will get Clackamas Fire District #1 (CFD) credits on their insurance (2% discount off insurance). SDAO expanded their offerings from five to eight this year. The big push continues to be on employment issues.

These lectures are a partnership between Special Districts and OFDDA. They developed a lecture series back in 1990 that became the best practices. The District can get up to ten credits off of their insurance. The staff will work with CFD to make sure the District gets all ten like they have in the past.

Jeff noted that the focus of this lecture is culture. If one looks at the claims that SDAO has suffered, they are not in operations (fighting fires, EMS). The claims they see statewide are often collateral claims; they are in human resources, in the station, and interfacing with civilians away from emergency scenes.

This is a class on culture and shaping culture. This class is one third of the culture series and it goes over eight things that they do can do to shape their culture.

Jeff explained that FEMA will be pushing hard for organizations to embrace a risk management process known as Enterprise Risk Management. It works with a traditional business, but it is not effective in the fire service.

#### Risk management

1. Enterprise Risk Management (ERM) – CFD is almost at a point where they can mark that they do an ERM, but it is not going to reduce the frequency or severity of losses.
2. High Reliable Organization (HRO) – coaching people on how to make critical decisions on compressed time. This is working with the teams to focus on fixing problems, not placing blame. Even great people make errors, and the focus should not be on the errors, but the process that allowed the error to occur. Then they can correct that process.
3. Continuous improvement
4. Just Culture
5. Safety Management Systems (SMS)

Jeff shared that major organizations are starting to look at how COVID-19 has impacted us. COVID-19 has had huge impact on the workforce, especially fire and EMS. The workforce is tired and fragile. Some civilians are getting aggressive, and some people are angry. They need to do their best to support crews during this time.

Jeff presented on tools to shape and change culture.

1. Hiring Process – CFD has a great process for hiring. He told CFD to stay focused and keep doing the same hiring practices. It's important to find the right people with the right attitude. Keep hiring the best. The people need to fit with the mission, vision, and values.
2. The roots of your culture are:
  - Mission, Vision, Values - the background of who they are
  - Strategic Plan - lays out where they are going and how to get there
  - Standards of Cover (SOC) - where they are today. This will be very beneficial if they ever need to pass levies and/or increase tax rates.

3. Quality Assurance and Quality Improvement (QA & QI) – The District currently has a process for calls and these processes should be expanded to everything they do.
4. Safety Committee – plays a major role. CFD already has a great process in place. SDAO encouraged CFD to focus on developing the ‘Just Culture’ algorithm through their Safety Committee.

The ‘Just Culture’ algorithm has four major components:

- 1) Policy – needs to be current and applicable
  - 2) Training
  - 3) Environment is set up
  - 4) People making sound decisions
5. Develop Firefighter Career Tracks - Make sure staff are ready for promotion. The steps and expectations for a promotion should be clearly communicated. If they receive an injury that prevents them from continuing their job, it’s optimal that firefighters have been trained to take another job within the district.
  6. Personal Development Growth Tracks – departments across the country are starting to help individuals develop personally as well. They cover topics like family fitness, balancing your time, computer skills, ethics, speaking skills, writing skills, and financial management.
  7. Focus on managing “events” injury accidents
    - 1) Process and manage
    - 2) Communicate
    - 3) Manage through the processIt’s important to stay in touch with the firefighter(s) and be their ally through the process.
  8. Monitor – once the systems are put in place, its important to monitor it. Update the strategic plan every 3-5 years.

Jeff reminded the group to do the right thing...always! Do the right thing, at the right time, in the right way, with the right attitude, for the right reason.

Director Joseph asked if Jeff knows if other fire districts in the state are focused on how they can improve quality of life for the firefighters and districts. The focus is less on money and status. Does he see that trend across the state?

Jeff replied, yes. A few years ago, when districts needed to fill shift, they had a long list of firefighters who wanted to come fill that shift. Now, some departments, especially metro areas, have hard time filling those shifts. Some metro departments now have a mandatory call back policy. More and more firefighters live outside of their district. Quality of life is a big thing right now, not just with firefighters, but with this generation. Time with family is valued. People are not as concerned with wages. This does create challenges with filling shifts. There is a delicate balance with working shifts and keeping crews safe.

Jeff asked Local 1159 Assistant Shop Steward Steve McAdoo how they can best help firefighters.

Steve said that things are looking better when comes to quality of life. He is a Peer Supporter. He thought CFD was headed in right direction. It is a hard job, and the quality of life is very important.

Jeff emphasized that the most important asset in a district is the people. Stations, equipment, and trucks can be replaced. Firefighters are what make it work. People's health and wellness is very important.

Health & Safety Chief Goodrich shared that she felt CFD was pretty progressive, and they offer a very robust physical and mental health program. She was excited to have Chief Browne as Chief as he frequently speaks about balancing work and family time.

## **VI. BUSINESS – Action required**

### **B-1 Request Board Approval to Change Meeting Time – Chief Nick Browne**

Chief Browne explained that they were discussing the CFD Board Meeting time. He knows that they've transitioned from starting at 7:00 pm a few years ago to now starting at 6:00 pm. He is proposing they move the meeting to 5:00 pm. He wants the staff to have a better family and work life balance. After the meeting is over, work still happens. He would like his staff to be home at a decent time.

He analyzed past meeting attendance at 6:00 pm and 7:00 pm and its roughly the same amount of public attending at both times. Some other agencies start their board meetings at 4:00 pm. He is suggesting they discuss a 5:00 pm start time. He would also like the Board to discuss the upcoming August and September meetings and if they will be staying with Zoom or moving toward a hybrid model.

Director Joseph felt the same as Chief Browne. He wants to have quality meetings and for staff to not to have to stay late. He supported the 5:00 pm start time.

Director Syring said that he was flexible and will go with whatever works for the other Directors. He has gotten used to the Zoom meetings and has made it very flexible for him. He noted how people haven't had to miss meetings because they can Zoom in so work can still be accomplished. He saw the value in meeting in person also. He thought perhaps quarterly or biannually in person meetings could be an option. He was also concerned about jumping back in to in person meetings with the rising COVID-19 cases.

President Cross said that whatever time work for everyone is okay with him. He thinks a hybrid meeting model would work best. If people are able to make it in person they can, or they can join via Zoom. It's the best of both worlds. Director Joseph agreed.

Director Wall said that her schedule is flexible, but it's not about her or the staff. She noted that it is a public meeting, and she doesn't want the time to diminish the public's ability to attend. She thought that President Cross' hybrid suggestion could solve that issue. She felt it was important to keep staff in mind, but they can't forget the most important entity and that's the public. No matter what is decided, she requested that the change be effective in September at the earliest so the public can have a say.

Director Hawes agreed with Director Wall. He understands being considerate of the staff's time. If there is a 7:00 pm, people who work until 5:00 pm have time to get home and get on the meeting. If the meeting is at 5:00 pm, there is no chance for people to do that. He's talked to a lot of people who haven't done a Zoom meeting. This is a public meeting, and he feels it is very important to consider them. As far as a hybrid model, he thought that the public sector was behind. The private sector has been back to in person meetings for quite some time. He remembers coming to fire district meetings and there being 10-12 members of the public there. He did not think the public attendance has been that high for the Zoom meetings. He thought it deters some members of the public for participating. He thinks 5:00 pm will make it harder for the public to attend.

Chief Browne appreciated everyone's points. He felt that most of same individuals who could attend at 7:00 pm, could also attend at 6:00 pm or 5:00 pm. Many families wouldn't be able to come at 5:00 pm or 6:00 pm. They are really narrowing down the population of people that would be able to attend these meetings. Staff and the public are both important. If they get negative feedback, they know it is the wrong path. If they get no feedback, it's an option worth trying, analyzing it, and adjusting.

Director Wall said she's not opposed to it, but noted it was a courtesy to see how the public feels.

President Cross said that the hybrid model would be the way to go in the future. He looked at the current attendees and wanted to make sure they have input on the meeting time as well.

Director Joseph he agreed with everyone and there is nothing wrong with trying. In his experience, about 80% of public attendees were retired. In a hybrid option, anyone can attend from anywhere, anytime.

President Cross said they've come to a consensus that they will have a hybrid meeting in September. They are still in discussion regarding the time.

**Director Joseph made a motion for the September meeting to be at 5:00 pm.**

Director Syring said he isn't sure if he's ready to make decision tonight.

President Cross said this motion was not moving because they didn't get a second.

Director Syring brought up that TVF&R moved their meeting to 4:00 pm. He asked if Chief Browne could see how that was going for them. He also asked what the other agencies in our area were doing.

**Director Joseph amended his motion for the meeting to be at 5:00 pm in September subject to strong opposition from the public.**

Director Joseph asked that when they advertise the meeting, can they include a request for feedback regarding the meeting time.

Chief Browne suggested that they could also ask for feedback on social media. In August, they can make a motion and move forward after they analyze the feedback.

Director Joseph asked PIO Paxton how he would recommend getting feedback from the public.

PIO Paxton said that they could do a poll through social media or they could also reach out to neighborhood associations and CPOs.

**Director Joseph withdrew his motion, and the topic was tabled until next month's meeting.**

President Cross asked the Board if they are okay with having hybrid meetings. The directors agreed.

Director Hawes brought up that the polls that PIO Paxton was referring to, would be connecting with citizens that are already connected. Explanation followed.

Chief Browne said they will move forward with the social media poll and will possibly request feedback in the newspapers as well.

This discussion was tabled, and no vote was taken.

**B-2 Discussion on Temporary Committee Assignments – President Cross**

- Capital Projects Committee
- Foundation Liaison
- Interagency Committee
- Volunteer Association Liaison Alternate

President Cross explained that there are vacancies on committees with previous Director Trotter stepping down and Director Hawes coming in. He asked if there were any directors interested in these vacancies.

Director Hawes volunteered to fill the vacancy in the Capital Projects Committee.

President Cross will fill the Foundation Liaison vacancy.

Director Trotter was part of the Interagency Committee, but Directors Joseph and Syring were also part of that committee, so no other members were needed for that committee at that time.

Director Hawes said he will be the Volunteer Association Liaison Alternate; the alternate to Director Syring.

No vote needed for this discussion.

**B-3 Request Board Approval to Purchase Used 2018 Ford F550 4X4 Crew Cab – Fleet Manager Bill Bischoff and Battalion Chief Brent Olson**

Fleet Manager Bischoff explained that they are requesting board approval to purchase a vehicle. He shared that BC Brent Olson has done a fantastic job with Crew 30. They have received \$114,680 in grant money from OSFM. Of that, \$40,000 is a 50/50 matching grant. So, they already have \$40,000 for the supervisor vehicle. The District received \$57,000 as reimbursement for the monies the District has put into the crew buggies (owned by the District). However, between purchasing the buggies and the labor/time to set them up, the cost is over the \$57,000 reimbursement.

Fleet Manager Bischoff was asking for \$60,000. \$40,000 of that was already a grant for that vehicle and \$20,000 would come out of Fund 30, which has already been reimbursed.

President Cross asked for him to describe what a buggy was.

Fleet Manager Bischoff said that they had purchased two used crew transport rigs that they refer to as buggies. Each carried half the crew. There was a third vehicle for Crew 30 that is the supervisor vehicle.

He said that Crew 30 was doing great work out there and getting a ton of praise from the state and federal groups. Their outlook was bright, and they needed to get the supervisor the proper vehicle to support them the best he can.

President Cross asked Chief Browne and CFO Whitaker their opinion on this request due to the budget.

Chief Browne explained that this was forecasted, and it was already in the budget. If this program should not work out, this vehicle is versatile and could be turned into a brush rig or snowplow. A majority of the purchase was grant funded.

CFO Whitaker confirmed that they have the matching grant and the funds being carried over from the reimbursement of the buggies. The funding is identified, and he does not have any major concerns moving forward.

Director Wall said that a previous presentation said that \$48,000 was for a leased vehicle, which was really a \$35,000 vehicle that they would pay monthly on. Now the request was for something out of pocket that has limited purposes. Who would be approving this? Is the money going to be appropriately spent within the agreement?

Fleet Manager Bischoff said the \$40,000 was specifically for the purchase of the crew supervisor vehicle.

Director Wall said she looked in past minutes and the presentation said the \$40,000 was for a leased vehicle. Chief Browne clarified that the \$40,000 was for the crew buggies. The District paid those costs up front, and the grant is paying the District back via a monthly stipend, like a lease, not to exceed \$48,000.

Director Wall was concerned about an audit as that was not what was presented.

Fleet Manager Bischoff explained that they are obligated to show what the money is being spent on and they are keeping close track of those expenses.

Chief Browne said this was run past legal and he will address any of Director Wall's concerns.

**Director Hawes made a motion and Director Joseph seconded for the Board to approve the purchase of one (1) used 2018 Ford F550 4x4 Crew Cab with a service body through HM Dodd Motor Company in the amount not to exceed \$61,000 using existing grant funding. Directors Hawes, Joseph, Cross, and Syring voted yes. Director Wall abstained. Motion passed.**

## **VII. OTHER BUSINESS – No action required**

### **OB-1 Legislative Update – Lobbyist Genoa Ingram**

Genoa shared that the legislative session has adjourned. She will be working on an end-of-session summary report for them for the next four to five weeks.

She wanted to congratulate CFD on HB 5006 (The Christmas Tree Bill) which passed the last day of session. There was \$2 million awarded for firefighter apprenticeships as part of that bill.

### **OB-2 Board Committee/Liaison Reports**

#### **Joint Oversight Committee – Director Syring and Director Joseph**

Director Syring said that the committee met on July 14. He shared that it sounded like the transition went according to plan.

CFD had presented Estacada Fire District No. 69 (EFD) with an IGA for Fleet maintenance. They are also looking at other options. EFD has not approved that IGA. The committee will meet again in September.

Director Joseph said he was very impressed. It was his first Joint Oversight Committee meeting. The EFD Fire Chief was very complementary of BC Deters, Chief Browne and the transition of EFD.

Chief Browne said that since that meeting, EFD has decided to move towards an RFP process for Fleet Services.

## **Clackamas Emergency Services Foundation – May Board Minutes in Packet**

Jerry shared that they have a Trustee meeting later that month. They have been working hard with the Clackamas Long Term Recovery Group who is assisting victims/survivors of the September Wildfires. They had a meeting with FEMA. Additional survivors have submitted applications to the Foundation. To date, he thought the Foundation had given away about \$130,000 to the wildfire survivors.

### **OB-3 Board Informational Updates/Comments**

Director Wall shared a message posted on the neighborhood website, NextDoor. The citizen thanked CFD and especially “Nate” from CFD for his kindness, understanding and compassion during a call that CFD responded to at her home. Director Wall read the full post aloud.

President Cross shared that he received some photos of Crew 30 working on the Jack Fire.

## **VIII. INFORMATIONAL ONLY**

### **A. Division / Department Reports**

#### **R-1a Office of the Fire Chief**

Chief Browne reported that they were looking at approaching their service differently. They have established four organizational priorities:

- 1) Our People
- 2) Financial Health and Organizational Sustainability
- 3) Response Reliability
- 4) Disaster Management and Preparedness

They aim to have further discussion on this in September during a Board Work Session.

#### **R-1a.1 Governmental Affairs Report – Battalion Chief PIO Brandon Paxton**

Chief Browne shared that for Governmental Services, he’s been impressed with Chief Paxton and his team in regard to social media. At the time of this meeting, CFD had about 26,500 followers on Twitter, 11,700 on Instagram, and 28,500 on Facebook. He is excited about the number of people that CFD can reach via social media.

They have three town hall meetings coming up. They will be in Beavercreek, Eaglecreek, and Redland. The objective of these meetings is to get out in the public and discuss the concerns and needs of the communities.

#### **R-1a.2 Health & Safety Report – Chief of Health & Safety Heather Goodrich**

Health & Safety Chief Goodrich reported that things are going well, and she is learning her new job. Oregon OSHA has added a new emergency rule that she has been working on. The new rule relates to the recent heat related deaths and illnesses. She went on to explain more details regarding this new rule. Being a fire department, they already had many of these rules in place.

Wellness Specialist McVicker has been doing fitness testing on volunteer and career staff. They had to cancel last year, for the first time in 20 years, because of COVID-19.

She shared that they have posted for a full-time athletic trainer position. By having this service, they can diagnosis and treat injuries without having to send them to the doctor, if it's not needed. This will reduce the number of healthcare visits. The position will start in September.

### **R-1b Office of Strategic & Business Services – Assistant Chief Brian Stewart**

Chief Browne shared that the past month Chief Stewart transitioned to the Assistant Chief. The Command & General staff identified goals and priorities (as he shared previously). AC Stewart worked closely with CFO Whitaker to form a plan to support those priorities. They engaged the division heads to discuss each division's goals, conduct a SWOT analysis, and look at the key performance indicators.

#### **R-1b.1 Community Services – Deputy Chief Doug Whiteley**

Chief Browne reported that there was a lot of engagement with Public Education and their Ready, Set, Go! program. They are working hard to award chipper grants for fuels mitigation.

#### **R-1b.2 Fire Marshal's Office – Fire Marshal Shawn Olson**

As submitted.

#### **R-1b.3 Human Capital – Division Chief Joshua Gehrke**

Chief Browne shared that in Human Capital, their focus has been on DEI and preparing for upcoming captains' test. They are also working on the apprenticeship program with the \$2 million dollars that the recent bill has allocated for that.

Director Joseph asked if the new organizational chart can be sent to the Board.

Chief Browne noted that he would send out the new Accountability Chart to the Board.

#### **R-1b.4 Support Services – Division Chief Michael Carlsen**

Chief Carlsen reminded everyone that Support Services includes Fleet, Facilities and Logistics. They handle some of the most critical components in helping to meet the mission.

Communications is also something DC Carlsen handles. He shared that recently Clackamas County (through the state) issued a grant for \$148,000 for a VHF overlay system. The 800 system is expansive, expensive, and prone to hiccups during natural disasters. When this system fails, they need a backup system. This grant will pay for a VHF overlay which includes six towers across the county. C800 will take care of everything including maintenance.

All three of his departments, Fleet, Logistics, and Facilities, have intimate relationships with communications for the District. Fleet installs the wiring, radios, and antennas in the vehicles as well as take care of the templates for the programming. Facilities takes care of the hard structures and assists with the installation. Logistics buys and programs the radios. This was seen in action a couple days prior to this meeting. There were brush fires and there were issues with the VHF. All the departments joined together to fix the problem.

Director Wall asked if the 800 the backbone provider now.

DC Carlsen explained that 800 is traditionally referred to as the 800 MHz system. They recognize that the 800 system tends to hiccup, and this was evident during the September wildfires and the ice storms. The VHF system dates back to pre-WWII. It was augmented during the cold war to withstand nuclear detonation. VHF is a backup. As a comparison, VHF would be like a land line and the 800 system would be like cell service. VHF systems are fairly indestructible and designed to constantly work.

Director Wall asked a question on Fleet Manager Bischoff's report. It indicated that it was necessary to hire another technician as to meet the services to Sandy and Hoodland. She didn't realize CFD would have new employment costs with these agreements.

DC Carlsen explained that when they presented the contracts, they each included costs for half a new full-time employee (includes everything). That employee is no cost to District as long as they have a contract with Sandy and Hoodland.

Director Joseph noted that on the Facilities report, there was a note that they settled the Dennison case in mediation. He asked if this was the Clackamas Community College case as well as a couple follow up questions. DC Carlsen confirmed that yes, it was the Clackamas Community College case. He said he would have Facilities Manager Vallance call him tomorrow on the details.

#### **R-1b.5 Technology – Chief Technology Officer Oscar Hicks**

Chief Browne said that the Technology Division has been working on the district-wide Wi-Fi upgrade, as well as the CAD and MDC upgrade. They have been updating the mapping system which is a great benefit for the crews. Data Services has been continuing to coordinate services with the GIS contractor.

#### **R-1c Office of Financial Services – Chief Financial Officer Mark Whitaker**

He has been learning the nuances of the District and getting up to speed on the finances. His major focus is the year-end process and figuring out exactly where they ended the fiscal year on June 30. He thanked the Finance staff for helping him understand all the different parts of the budget and how things work. They are still working on closing the books for FY 2021 and he will have an update as soon as possible.

He said the Board will note that in their board packets, it is still the traditional finance report. He is working to modify that report to provide a more digestible, quick overview and a clear picture of the District's finances. He hoped to roll this out for the August Board meeting.

President Cross noticed there was quite a jump in call volume the past couple months. Any reason for that?

DC Mulick said that during that stretch of high heat, the county doubled their call volume. It was double the number of fires and double the number of medical calls and transports. It was a significant spike. Chief Goodrich's report regarding the deaths and illnesses from the heat and the resulting OSHA rule, showed what the crews have been dealing with on the streets. He believed all the other agencies and partners were experiencing the same thing.

Director Wall asked why one of the BCs worked a triple shift during the hot season.

DC Mulick shared that they are working to find a balance between meeting the needs of the state and meeting the needs of the District. They have been deploying crews out across the state to fight wildfires. Those who remain, fill the local spots. Unfortunately, they have run into situations where employees are working long shifts. The situation as well as the crews' health and well-being are being monitored closely.

President Cross commented that these call volume numbers are not going down and they need to continue monitoring calls and examining what calls they really need to be on (lift assists, etc.). The Board would be receptive to solutions for this.

## **R-1d Office of Emergency Services**

### **R-1d.1 Medical Services – Division Chief Josh Santos**

DC Santos shared that during an average day in the county, they would have about 80 medical calls and 60 transports. During the three recent high heat days, there were 250 medical calls and over 130 transports.

As far as call typing and new ways to deliver service as President Cross mentioned, DC Santos reported that the County and the ASA strategic plan taskforce has opened up an RFP for an outside consultant to do an ambulance service plan review. The application deadline is Aug 3. The taskforce will interview and review potential candidates and pick a consultant to begin work in September. They will look at the current ambulance service plan, geography, current systems, how they are deployed, etc. and compare against industry standard best practices. They want to align this with their current goals and modernize the system. This will be used to modify to the ambulance service contracts.

His division has been working hard on implementing/distributing the new medical kits for the entire county. Every agency will be working out of the same kits, with the same inventory. He gave a big thank you to Captain Mike Verkest who led this important project.

### **R-1d.2 Operations – Division Chief Dan Mulick**

DC Mulick wanted to give a big shout to the other CFD departments and divisions that support Operations. He gave the example of the recent fire on 99E near South End Rd. He was able to speak with ODF on the radios, request bulldozers, and get a contract helicopter. They have come a long way since last fire season.

He gave an update on the CFD wildland fire crews. Crew 30 went on its first deployment on July 7 to the Jack Fire, outside of Roseburg. Chief Brent Olson was the crew leader on the first deployment. They are now fully checked off and deployed at the Grandview fire. They hoped to be home Wednesday and get ready for another assignment. They are fully rostered with all the agencies in the state including ODF and OSFM. He said that they have done an exceptional job.

DC Mulick spoke about the high heat event at end of the June. They broke heat records by eight or nine degrees. At one point, it was 117 degrees, and a BBQ fire became a 2-alarm fire within minutes. The system CFD had in place (Rehab support, Medic 316, etc.) worked exceptionally well. At this call, Heavy Rescue 305 was released from the scene and ran eight more calls before getting back to their quarters. It was a heavy call day.

He shared that there was a 2nd alarm fire off of Lawnfield, near Mt. Talbert. The Mt. Talbert area is an interface issue/threat in the District. During this incident, they were able to get ahead and stop it before it became an interface fire.

DC Mulick reported that they are finishing up taskforce rotations. Taskforce 19 just came back from the Bootleg Fire. Taskforce 24 is still at the fire. CFD's representation across state and the tasks given at these incidents is substantial.

They are seeing crazy fire hazards/conditions, but they are prepared and ready for it; the crews are doing a great job handling it.

Director Wall shared about two recent photos that stood out to her. There was a photo at the Courtney fire where a firefighter was collapsed on the ground and another firefighter was pouring water over him. It really showed what the crews had to endure. The other photo was at the 99E Fire. It was mostly contained, but there were several little fires on steep grade that the firefighters would have to put out one by one. These were impactful photos.

DC Mulick was happy to report that despite the conditions and high volume of calls, the crews have walked away healthy. The support has been phenomenal.

Director Hawes noted that they had done search drills in the Young Lanes area. Were they able to work through the driveway issues with the neighbors? Will they continue using that site?

DC Mulick said that the Training division was able to coordinate shuttling crews out there to minimize damage to that road. They plan to use that building for the long-term and will use as much as possible. It's some of the most realistic training that they can get. They are monitoring the driveway and the roads carefully to minimize their footprint.

### **R-1e Professional Firefighters of Clackamas County Local 1159 – Assistant Shop Steward Steve McAdoo**

Assistant Shop Steward Steve McAdoo thanked DC Mulick for update as he was going to touch on those topics as well. He shared that at any given time during the wildfire season, there are 15-20 Local 1159 members out there in conflagrations. He said he is on an incident management

team and just returned from the Grandview Fire. He said that people out there know CFD; they recognize him and the CFD rigs and have a lot of admiration for them.

He noted that he is friends with Mariana Ruiz-Temple, who is the current Oregon State Fire Marshal, and she is so proud to have CFD firefighters show up. She knows that when CFD Taskforces are there, they will get the job done and be professionals. The State Fire Marshal recognizes the great work that the Local 1159 and CFD are doing.

The Local 1159 aims to have these reports more detailed in the future.

### **R-1f Volunteer Services – Battalion Chief Steve Deters**

DC Mulick filled in for BC Deters. They are utilizing Young's Lane. The volunteers have practiced radio usage, searching structures through a window, car fire evolutions, trauma, and landed Life Flight.

Station coverage information was provided.

They are wrapping up the physicals and the psych exams for the new volunteers. They relied heavily on the volunteers during the heat. They helped pull a night shift at 99E fire. They were completely engaged, and DC Mulick appreciated their efforts.

### **R-1g Volunteer Association Report - President Kirk Hambley**

Volunteer Jerry Kearney filled in for President Hambley.

The association had their first in-person meeting since the pandemic. There were two full recruit classes that he hadn't seen before. Director Syring and BC Deters joined them via Zoom. Chief Browne was there in person. Jerry said it was really great to have their leader in front of them and they appreciated his presence.

### **B. Correspondence**

None.

### **C. Informational Items**

Noted.

President Cross asked Chief Browne how the District did for fireworks incidents. The Board wrote many requests for the cities to stand down.

Chief Browne said there was a dramatic decrease in the number of fires around 4<sup>th</sup> of July, compared to previous years. In his area, it seemed like people were adhering to the request.

DC Mulick agreed that there was a decrease in activity. There were no significant fires related to fireworks in the District, that he knows of. He is waiting on the final data.

**D. Next Meeting**

The next Board of Directors' meeting will be on Monday, August 16, 2021, at 6:00 pm by remote conferencing.

**IX. REGULAR BOARD MEETING RECESSES**

The Regular Board of Directors' meeting recessed at 8:05 pm.

**X. EXECUTIVE SESSION CALLED TO ORDER UNDER ORS 192.660 (2)(d) TO DISCUSS LABOR CONTRACT NEGOTIATIONS**

**XI. REGULAR BOARD MEETING RECONVENED**

The Regular Board of Directors' meeting reconvened at 8:56 pm.

**XII. ADJOURNMENT**

The meeting adjourned at 8:57 pm.

**UPCOMING EVENTS:**

August 16 – Regular Monthly Board Meeting – 6:00 pm; location to be determined.

Rachel Trotman  
Executive Assistant

---

**President Jay Cross**

---

**Secretary Marilyn Wall**



# Clackamas Fire District #1

**CLACKAMAS FIRE DISTRICT #1  
PROCLAMATION 21-03  
To Designate the Month of September 2021 as  
Emergency Preparedness Month**

**WHEREAS**, Emergency Preparedness Month is a nationwide coordinated effort sponsored by the U.S. Department of Homeland Security each September to encourage Americans to prepare for emergencies in their homes, businesses, and schools; and,

**WHEREAS**, Emergency Preparedness Month creates an important opportunity for every resident in Clackamas Fire District #1 to prepare their homes, businesses, and communities for all types of emergencies, including natural disasters, terrorist threats, and epidemics.

**WHEREAS**, this event aims to increase public awareness concerning the importance of preparing for emergencies and persuading individuals to take action; and,

**WHEREAS**, during the month of September, Clackamas Fire District #1 will urge residents to take measures to make themselves and their families better prepared for emergencies; and,

**WHEREAS**, emergency preparedness is the responsibility of every citizen within Clackamas Fire District #1 and all citizens are urged to make preparedness a priority and work together to ensure that individuals, families, and communities are prepared for disasters and emergencies of any type, and

**WHEREAS**, investing in personal and community preparedness can reduce injuries, fatalities, and economic devastation in our community and in our nation; and

**WHEREAS**, all employees, volunteers, Board of Directors, local residents, community groups, and businesses are encouraged to participate in citizen preparedness activities and asked to take steps to make their families, agencies, and communities better prepared before disaster strikes.

**NOW, THEREFORE**, the Board of Directors of Clackamas Fire District #1, do hereby proclaim the month of September 2021 as

## **EMERGENCY PREPAREDNESS MONTH**

With the theme, “Be Ready to Bug Out,” the Board encourages all employees and community members to recognize the importance of preparedness and observe this month by working together to enhance our security, resilience, and readiness.

Adopted this date, August 16, 2021.

---

President, Board of Directors

---

Secretary/Treasurer, Board of Directors

## Clackamas Fire District #1

# Memo

To: Board of Directors  
From: DC Josh Gehrke & DC Michael Carlsen  
Date: August 16, 2021  
Re: Sandy Fire District & Clackamas Fire District Feasibility Study

---

**Action**

Request Board approval for a Feasibility Study with Sandy Fire District and to authorize the Fire Chief to enter a contract negotiation with AP Triton not to exceed \$51,534.00.

**Background**

Clackamas Fire District (CFD1) and Sandy Fire District (SFD) recently solicited proposals to complete a Feasibility Study through a Request for Proposal (RFP) process. Three consulting firms submitted project proposals and those firms included Matrix Consulting, Public Consulting Group LLC, and AP Triton. The deadline for proposals to be received was Monday, July 19th at 5:00 pm. All three proposals were complete and submitted on time.

Scoring criteria was developed by staff and employed a JOT form for efficiency and consistency. A committee of two Board members and two staff from each agency scored the proposals independent of one another after taking part in a Zoom based presentation by each contractor. Based on a thorough review, scoring of the three proposals, and input from the Interagency Committee, it is recommended that AP Triton be hired to complete the Feasibility Study.

For your convenience, all three proposals are attached.

**Budget Implications**

The cost of the study is not to exceed \$51,534.00 which reflects a discount of \$3,000.00, with each agency fund 50% of the cost.

Attached you will find the Matrix Consulting Group, AP Triton and Public Consulting Group LLC's proposals, and project costs.

**Recommendation**

Based on a thorough review, scoring of the three proposals, and input from the Interagency Committee, it is recommended that AP Triton be hired to complete the Feasibility Study. Staff recommends approval of the Feasibility Study with Sandy Fire District and authorize the Fire Chief to enter into a contract with AP Triton and not to exceed \$51,534.00.



1851 Heritage Lane, Ste 138 • Sacramento, CA 95815 • 916.692.5510 • info@aptriton.com

July 10, 2021

DeAnn Cordes, Logistics Manager  
Clackamas Fire District #1  
15800 SE 130th Avenue  
Clackamas, OR 97015

Nannette Howland, Office Manager  
Sandy Fire District No. 72  
17460 Bruns Avenue  
Sandy, OR 97055

RE: Proposal to Conduct a Cooperative Services Feasibility Study

Dear Ms. Cordes & Ms. Howland:

We are pleased to submit a proposal in response to your Request for Proposal (RFP) for a Cooperative Services Feasibility Study. You will find a complete Scope of Work (SOW) in our attached proposal and are confident that what we have prepared will both meet and exceed your expectations.

In the event we are awarded this project, we have assigned John Stouffer as the Project Manager (PM). Mr. Stouffer is a proficient and knowledgeable Senior Project Manager with substantial experience managing projects such as yours. Mr. Stouffer is very familiar with both the Sandy Fire District and Clackamas Fire District. While employed with another firm, Mr. Stouffer served as the Project Manager for the Clackamas-Estacada cooperative services study in 2019.

If you have any questions concerning our attached proposal, please contact Mr. Stouffer at 509.823.4435 or jstouffer@aptriton.com or myself at 707.266.4309 or khenke@aptriton.com. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Henke", is written over a light blue horizontal line.

Kurt P. Henke  
Principal/Managing Partner

Enclosure

cc: John Stouffer  
Kurt Latipow



**Sandy**  
FIRE DISTRICT #73



**Clackamas**  
FIRE DISTRICT #1

Proposal to conduct a

# Feasibility Study

Potential Future Consolidation

July 2021



# Contents

- Project Understanding.....2**
- Project Scope of Work.....3**
  - Phase I—Project Initiation & Acquisition of Data.....3
  - Phase II—Baseline Evaluations of the Fire Districts.....6
  - Phase III—Future Opportunities for Cooperative Efforts.....11
  - Phase IV—Development, Review, & Delivery of Report.....15
  - Phase V—Public Input Meetings (Optional).....16
- Estimated Project Timeline & Fee Proposal.....17**
  - Project Completion Timeline.....17
  - Project Fee Proposal.....17
  - Optional Public Input Meetings.....17
- About AP Triton.....19**
  - Contact Information.....19
  - Triton’s Approach to Projects.....19
  - Best Practices & National Standards.....20
  - Conflict of Interest Statement.....20
- Appendix A: Qualifications of the Project Team.....21**
- Appendix B: Projects & Experience.....27**
- Appendix C: Client References.....29**
- Appendix D: Triton Certificates of Insurance & Litigation.....32**

© Copyright 2020–2021 AP Triton, LLC. All rights reserved.

## Project Understanding

AP Triton, LLC (Triton) recognizes that Sandy Fire District No. 72 (SFD) and Clackamas Fire District No. 1 (CFD) jointly desire to retain a qualified consulting firm to conduct a feasibility study that would include the analysis of each fire district's current service delivery, organizational structure, financial sustainability, and more.

The fire districts are requiring the inclusion of the following options:

- Evaluate the effectiveness of the current cooperative agreement/Intergovernmental Agreement (IGA) between both fire districts to include service delivery, efficiencies gained, or challenges created and resource distribution and concentration.
- Provide financial analysis to include micro and macroeconomics, growth projections, review of capital assets (facilities, apparatus, real property), and organizational structure
- For the future, describe opportunities and challenges of further collaboration or integration.
- Provide recommendations regarding various proposed options for each agency remaining autonomous, working within the current or amended Intergovernmental Agreement, Contract for Service, and/or legal integration.

Triton's subject matter experts have conducted many feasibility studies throughout the United States, including projects in Oregon. While employed with another firm, the Senior Project Manager assigned to this project conducted the cooperative services feasibility study of the Clackamas-Estacada Fire Districts.

We are confident that Triton can deliver a useful study that will meet the needs of both the Sandy and Clackamas Fire Districts. The following pages entail our proposed Scope of Work, which is consistent with your Request for Proposal.

## Project Scope of Work

The following represents the Scope of Work (SOW) prepared by Triton based on the requirements of SFD's and CFD's request for proposal (RFP). The various phases and tasks have been developed specifically for this project.

### Phase I—Project Initiation & Acquisition of Data

#### Task I-A: Project Initiation & Development of a Work Plan

Triton will meet with the SFD and CFD project teams and/or liaisons. The purpose will be to develop a complete understanding of the organization's background, goals, and expectations for the project.

Triton's Project Manager will develop and refine a proposed work plan that will guide the Project Team. This work plan will be developed identifying:

- Project team members responsible for each task
- Major tasks to be performed
- Resources to be utilized
- Methods for evaluating study results
- Any potential constraints or issues related to accomplishing specific tasks

The benefits of this process will be to develop working relationships between the Triton Project Team and client representatives, determine communications processes, and identify logistical needs for the project.

#### Task I-B: Procurement of Information & Data

Triton will request pertinent information and data from the Sandy Fire District, Clackamas Fire District, and any other agencies as necessary. This information is critical and will be used extensively in the various analyses and development of the report. Thoroughly researched and relevant studies will be included during Triton's review. The documents and information relevant to this project will include, but not be limited to, the following:

- Any previous relevant studies involving SFD and/or CFD
- Clackamas County and City of Sandy census and demographic data and population growth projections
- Any current interagency or interlocal agreements (ILA) between SFD and CFD, including Clackamas Fire Defense Board mutual aid agreements

- Organizational charts from each fire district
- Historical financial data, budgets, revenue sources, including debt information, long-range financial plans, and projections from each fire district
  - Current assessed values of each jurisdiction and property tax rates for each
- Standard Operating Guidelines (SOGs) and service delivery and deployment practices of each fire district
- Current collective bargaining agreements with Professional Firefighters of Clackamas County, IAFF Local 1159 and IAFF Local 1660
- Inventory of SFD's and CFD's fire stations and other relevant facilities (e.g., training centers)
- Inventory of SFD's and CFD's apparatus, medic units, special operations vehicles, and other vehicles
- Current performance standards and service delivery objectives for each fire district
- SFD and CFD historical records management data, including National Fire Incident Reporting System (NFIRS) incident data (3–5 calendar years in an Excel spreadsheet format)
  - SFD and CFD computer-Aided Dispatch (CAD) incident records (3–5 calendar years in an Excel spreadsheet format)
- List of all career, part-time, and volunteer operations personnel and administrative support staff (without names) from each fire district
  - To include ranks, EMS and other certifications, salaries, benefits, and volunteer compensation (if applicable)
  - Two to three years of historical leave usage
- Most recent Insurance Services Office (ISO) Public Protection Classification (PPC®) rating and reports
- Geographic Information Systems (GIS) data, to include the service area boundaries of each fire district and their respective fire station locations
- Any other documents and records necessary for the successful completion of the project

### Task I-C: Stakeholder Input & Field Work

The Triton Project Team will conduct on-site interviews and gather information from key personnel and stakeholders from SFD and CFD (taking into account current allowable social distancing protocols\*). Some information may be acquired through the use of electronic forms and/or telephone interviews. Individuals will include, but not be limited to:

- Sandy Fire District Board of Directors and Clackamas Fire District Board of Directors
- Fire Chiefs, career command staff, and administrative support staff from each fire district
- Representatives of IAFF Locals 1159 and 1660
- Volunteer Associations (Association Officers or designees from both fire districts)
- Representatives from each district responsible for finance and human resources
- Department heads
- Random group of career firefighters and officers from each district
- Random group of volunteer and on-call firefighters and officers from each district
- Physician Advisor and/or EMS Coordinator
- Director, Clackamas County 911 (C-COM)
- Clackamas County Disaster Manager
- Clackamas County Fire Defense Board representative
- One neighborhood association member from each fire district (principal member or designee)
- Law enforcement representative(s) from each jurisdiction
- Any other individuals who may contribute to the success of this study

From these interviews, Triton will obtain additional information and perspective on the operational, economic, and policy issues facing the organization.

*\*Depending on the status of the COVID-19 pandemic and any travel or other restrictions, distance interviews may be necessary using remote conferencing technology.*

## Phase II—Baseline Evaluations of the Fire Districts

The initial tasks of this study will focus on a baseline assessment of the current organizational conditions of SFD, CFD, their respective communities, and their current service performance. Triton will conduct an organizational review of these districts based on the elements included in the following tasks.

The purpose of this evaluation is to assess each fire district's operations in comparison to industry standards and best practices, as well as to create a benchmark against which the options for future service delivery and potential cooperative services can be measured.

### Task II-A: Organizations Overview

Triton will conduct an overview of the two fire districts and their respective communities to include, but not be limited to:

- Service area population and demographics
- History, formation, and general description of each fire district
- Description of the current service delivery infrastructure
- Governance and lines of authority
- Organizational structure
- Other organizations and components relevant to the emergency services delivery system

### Task II-B: Financial Review of the Districts

Triton will review the existing financial status of each fire district in accordance with Oregon state law and any other regulations. This task will be a basic overview of fiscal status of each fire district. ***Additional financial analyses will be included in Task 3-C.*** This task will include, but not be limited to:

- Review and analyze district budgets, revenues, expenditures, employment costs, compression analysis, audit reports and long-range financial plans.
- Comparative analysis demonstrating cost, funding, and efficiency in relation to neighboring and similar jurisdictions
- Any other issues related to revenue, expenditures, and annual budgets

### Task II-C: Management Components

Each district's basic management components will be reviewed and include at least:

- Mission, vision, strategic plans and planning, district goals, and objectives
- Organizational structure of each fire district (e.g., IT systems, volunteer associations, etc.)
- Internal assessment of critical issues and future challenges
- Review of current policies, procedures, and any SOGs
- Internal and external communications processes
- Records management and information technology systems
- Document control and security

### Task II-D: Capital Facilities, Apparatus, & Other Vehicles (Optional)

Triton will review the status of current major capital assets (facilities and apparatus) and analyze needs relative to the existing conditions of capital assets and their viability for continued use in future service delivery to include but not limited to:

**Facilities**—Tour and make observations in areas related to the efficiency and functionality of the fire stations (and any other capital facilities). Items to be contained in the report include:

- Design
- Construction
- Safety
- Staff facilities
- Efficiency
- Future viability
- Environmental issues
- Code compliance

**Apparatus/Vehicles**—Review and make recommendations regarding the inventory of apparatus, vehicles, ambulances, and any other mobile equipment. Items to be reviewed include:

- Age, condition, and serviceability
- Distribution and deployment
- Maintenance
- Compliance with regulations
- Future needs

*If each of the fire districts are able to provide sufficient information on their respective fire stations, facilities, apparatus, and vehicles, Triton will adjust its fee accordingly.*

## Task II-E: Staffing & Personnel

Triton will review each fire district's career, volunteer, and part-time staffing levels. Areas to be considered include, but will not be limited to:

- Administration and support staff
- Operational staffing levels
- Staff allocation to various functions and divisions
- Staff scheduling methodologies
- Current standard of coverage and staffing performance for incidents
- Career and volunteer operations staff distribution
- Comparison of current wages and benefits of career and part-time (if applicable) personnel between the fire districts
- Review and comparison of volunteer compensation between the fire districts
- Review and comparison of current labor agreements between the two districts
- Utilization of career and volunteer companies
- Compensation systems, staff wages, and benefits
- Review job descriptions
- Human resources functions
- Quality and status of job descriptions
  - Personnel reports and recordkeeping
  - Compensation systems
  - Disciplinary process
  - Counseling services
  - Application and recruitment processes
  - Testing, measuring, and promotion processes
  - Member retention efforts and programs

## Task II-F: Service Delivery & Performance

Triton will review and make observations in areas specifically involved in, or affecting, service levels and performance of the agencies. Areas to be reviewed shall include, but not be limited to:

- **Demand Study**
  - Analysis of current service demand by incident type for each individual fire district
  - Analysis of the temporal variation for each individual fire district
  - Analysis and Geographic Information System (GIS) display of current service demand density within the overall study area
- **Distribution Study**
  - Overview of the current facility and apparatus deployment strategies of each fire district, analyzed through GIS software, with identification of service gaps and redundancies.
  - This distribution study will be conducted for the study area as a whole (service areas of both fire districts combined) as well as each individual service area, with all existing facilities included in the analysis.
- **Concentration Study**
  - GIS analysis and display of the response time necessary to achieve full effective response force (ERF) arrival in the study area using existing distribution of all fire department resources
  - Analysis of company- and staff- distribution and ambulance resources as it relates to ERF assembly in the study area
- **Reliability Study**
  - Analysis of current workload, including unit hour utilization (UHU) of individual companies (to the extent data is complete)
  - Review of actual or estimated failure rates of individual companies (to the extent data is complete)
  - Analysis of call concurrency and the impact on ERF assembly
- **Performance Summary**
  - Analysis of actual system response time performance, analyzed by individual companies (to the extent data is available). Performance analysis will be conducted for each fire district individually, along with the study area as a whole
- Incident control and management methods
- Analysis of mutual aid and automatic aid responses

## Task II-G: Population Growth & Service Demand Projections

Utilizing available census data from each fire district, along with historical service demand (call volumes) of each, Triton will project the following:

- Population growth projections among each of the jurisdictions and the overall study area for the next 5–10 years
- Service demand projections among SFD and CFD for the next 5–10 years

## Task II-H: Support Programs

Triton will conduct an evaluation of the various support programs at each of the agencies to include, but not be limited to:

- **Life-Safety Services (Fire Prevention)**
  - Code enforcement activities
  - New construction inspection and involvement
  - General inspection program
  - Fire and life-safety public education programs
  - Fire investigation programs
  - Pre-incident planning
  - Statistical collection and analysis
- **Dispatch & Communications**
  - Alarm systems and communications infrastructure
  - Public Safety Answering Point (PSAP) and dispatch center (C-COM) capabilities and methods
  - Funding obligations for CAD upgrade and radio system upgrade and equipment
  - Dispatch center staffing
- **Technical Rescue Services Support & Response Capability**

Triton will review each district's capabilities regarding technical rescue incident response to include, but not be limited to, the following:

  - Review of physical and personnel resources
  - Review of training and educational compliance Wildland operations
  - Review of historical staffing performance regarding technical rescue responses
  - Review certification and deployment of key personnel and resources

- **Training & Continuing Education**
  - General training competencies
  - Training administration and facilities
  - Training schedules
  - Training procedures, manuals, and protocols
  - Training recordkeeping
- **Emergency Management**
  - Evaluate the emergency management program and activities of each district
  - Analysis of this functional area, including content and staffing

### **Task II-I: Current Cooperative Services between SFD & CFD**

Triton will evaluate both the existing and draft versions of an Intergovernmental Agreement and other shared services between the Sandy Fire District and Clackamas Fire District. The analysis will include, but not be limited to:

- Staffing of Fire Station 18 in the Eagle Creek community
  - Year 1: Staffing provided by CFD with one-third funded by SFD
  - Year 2: Staffing of one shift provided and funded by SFD with the other two shifts funded and staffed by CFD
- Command and control
- Fleet Services
- Training
- Identification of the effectiveness and efficiency gained by each agency through the agreement.

### **Phase III—Future Opportunities for Cooperative Efforts**

Triton will use the completed baseline assessment of each fire district to identify opportunities, efficiencies, cost-effectiveness, and feasibility for potential consolidation or other cooperative services options. The Project Team will identify areas of duplication that can be reduced through consolidation efforts, as well as potential service improvements that can be accomplished. Experience has shown that this frequently becomes the overriding influence for public fire service consolidation efforts.

Items in this phase of the report include, but are not limited to the following areas. The detailed information will provide the leaders and elected officials of SFD and CFD with the information necessary to make important decisions.

### **Task III-A: General Partnering Strategies & Consolidation Options**

Triton will review the various partnering options for the two fire districts participating in this study. The following options will be evaluated, discussed, and recommendations for the best option(s) provided:

- Status quo (each district remains autonomous and existing IGAs continued)
- Modifications and amendments to existing IGAs
- Operational Collaboration (contract for services)
- Legal integration/annexation options
- Any other valid options identified during the study

### **Task III-B: Options for Shared Services**

The study takes into account the many shared issues that face each fire district, and how such matters affect the effort to construct a regional organization for efficient service. Triton will identify and analyze any of these issues. For each of the presented options for shared services, Triton will evaluate and discuss the following:

- Level of cooperation required
- New organizational structure, if applicable
- Estimated timeline for completion
- Affected sections (e.g., Administration, Operations, Support Services)
- Affected stakeholders
- Objective of strategy
- Summary of strategy
- Guidance
- Fiscal considerations
- Economic considerations
- Political considerations
- Social considerations
- Policy actions
- Any other issues related to the recommended option(s)

### Task III-C: Financial Impacts

Triton will evaluate and determine the fiscal state of each fire district and make recommendations for any necessary improvements accordingly. Recommendations will be consistent with the fire districts' financial capabilities to provide adequate, cost-effective services to their respective communities.

If a recommended option(s) is identified other than maintaining status quo, Triton will identify and evaluate the financial impact of the recommended option(s) to include:

- Oregon State Department and Office of Economic Analysis (OEA) census data along with budgets for each fire district for the next 5–10 years
  - This will enable a comparative examination of the actual public costs for each fire district and will be used as a tool for analyzing the financial effects of any type of general partnering strategies
- Review and analyze the impacts of potential changes may have on each jurisdiction under the options
- Financial projections for each option extending five years.
- Revenue projections (growth/population analysis, compression analysis, assessed value analysis)
- Property type diversity/revenue stability analysis
- Financial issue identification and analysis
- Identify areas of short- and long-term savings and costs
- Projected costs to property owners for each option
- Existing or potential liabilities (e.g., Public Employees Retirement System, Urban Renewal, legacy costs)
- Any other issues related to the financial impact of the recommended option(s)

### Task III-D: Funding Alternatives

Triton will present an evaluation of various potential funding alternatives to assist in quantifying the cost of providing any consolidated or merged emergency services. This will include, but not necessarily be limited to, the following funding based on:

- Redirected funds
  - Grants
  - Disaster relief funds
  - American recovery act
  - Ground Emergency Medical Transport (GEMT)
- Charitable foundations
- Local Option Levy
- Future bond measures
- Cost allocation based on:
  - Area
  - Assessed value
  - Deployment
  - Service demand
  - Permanent rate
  - Population
  - Multiple variables

### Task III-E: Findings & Recommendations

Following the comprehensive analyses in Phase II and Phase III, Triton will present findings and recommendations to include, but not be limited to:

- Findings
  - Feasibility of each option will be presented
- Preferred Option
  - The preferred option(s) will be presented and discussed at length
- Policy Actions
  - Triton will describe any necessary policy actions by the elected officials

- Process Issues (see Task 3-F)
  - Strategic planning, legal considerations, management and governance, funding and other issues will be provided in detail
- Timelines (see Task 3-F)
  - The recommendations outlined in this task provide general completion timelines offered to guide the fire districts in developing a more detailed listing during the formal planning process

### **Task III-F: Planning & Implementation**

Triton will develop a recommended planning and implementation process for consolidation in accordance with the requirements of applicable State of Oregon regulations.

- General guidance, planning and key implementation steps
- Interim organizational, administrative, and operational structures and processes
- Estimated timelines for completion

## **Phase IV—Development, Review, & Delivery of Report**

### **Task IV-A: Development & Review of the Draft Report**

Triton will develop and produce an electronic version of the draft written report for technical review by representatives of the Sandy and Clackamas Fire Districts. This feedback is a very important aspect of this project, and Triton will provide adequate opportunities for review and discussion of the draft report before finalization. The report will include:

- Clearly designated recommendations
- Detailed narrative of the report, written and presented in sections with explanatory support to ensure an understanding by all readers
- Charts, graphs, GIS maps and analyses, and diagrams, where appropriate

### **Task IV-B: Publication of the Final Report**

Following a final technical review and approval by SFD and CFD representatives, Triton will provide a total of six printed and bound copies and an electronic version (PDF format) of the report to each fire district.

### Task IV-C: Presentation of the Final Report

Triton will conduct a final presentation of the report to representatives of the Sandy and Clackamas Fire Districts and any other individuals or groups as requested. The presentation will include:

- A summary of the report, methods of analysis, primary findings, and recommendations
- An audio-visual presentation of the study and opportunity for questions and answers
- A review and explanation of charts, graphs, diagrams, and maps, where appropriate
- All presentation materials, files, graphics, and written material will be provided to both SFD and CFD at the conclusion of the presentation(s)

### Phase V—Public Input Meetings (Optional)

- If requested, Triton will conduct one or more public meetings for either or both fire districts to include a general description of the study results and recommendations
  - To be most cost-effective for the fire districts, multiple public input meetings should be conducted on consecutive days to minimize the travel costs
- In order to obtain as much public feedback as possible, Triton will work with the fire district leadership to develop an on-line community survey to be distributed to the public, in addition to public meetings
- Triton will compile all information and public input, and develop and publish an addendum report, with six copies and a digital version provided to each fire district

# Estimated Project Timeline & Fee Proposal

## Project Completion Timeline

Triton offers the following project timeline, which is subject to change based upon the mutual agreement of the Sandy Fire District, Clackamas Fire District, and AP Triton. The timeline will not begin until Triton has been provided with *all* information and data necessary for the successful completion of the project. Triton will make every effort to complete the project in less time than anticipated.

**Estimated Time to Complete the Project: 5–6 months**

## Project Fee Proposal

The following the formal cost proposal as shown in the SOW. Fee(s) are inclusive of expenses:

Project Section	Fees & Expenses
<b>Phase I:</b> Project Initiation & Information Acquisition	\$23,356
<b>Phase II:</b> Baseline Evaluations of the Fire Districts	\$12,782
<b>Phase III:</b> Future Opportunities for Cooperative Efforts	\$8,209
<b>Phase IV:</b> Development, Review, & Delivery of Report	\$10,187
<i>Subtotal Costs of Phases I–IV:</i>	<b>\$54,534</b>
<b>Discount:</b> If Capital Facilities & Vehicles Excluded:	<i>-\$3,000</i>
<b>Proposed Project Fee with Discount (will not exceed):</b>	<b>\$51,534</b>

## Optional Public Input Meetings

The costs for the optional Public Input Meetings will vary, depending upon the number of individual trips required and the number of consecutive days on site.

- Single trip first day: \$3,750 (discounted)
- Subsequent consecutive days: \$2,250/day (discounted)
  - Two Triton consultants
  - Can have more than one meeting per day
  - If there will be additional days for public meetings, they will need to be held on consecutive days
  - If multiple trips are required, Triton will negotiate fees at the cost of travel

### Payment Schedule & Invoicing

- 10% payment due upon signing of the contract
- Monthly invoicing thereafter as work progresses
- Additional hours will be billed at a rate of \$195/hour for the Senior Project Manager and \$120/hour for consultants plus any additional travel expenses

### Cost Quotation Information

- The bid quotation is valid for 90 days
- Triton Federal Employer Identification Number: 47-2170685

## About AP Triton

### Contact Information

The headquarters of AP Triton, LLC is located in Sheridan, Wyoming. Consultants and other subject matter experts (SME) are located throughout the United States.

- **Address:** 1309 Coffeen Avenue, Suite 3178, Sheridan, WY 82801
- **Phone:** 833.251.5824 (toll free)
- **E-Mail:** info@aptriton.com
- **Website:** www.aptriton

Established in 2014, AP Triton has a wide range of experience in the fire service, emergency medical services, special events and filming, fire prevention, and life-safety programs. Our consultants have conducted numerous studies involving Master Plans, Community Risk Assessments/Standards of Cover, Strategic Plans, Fire Department Consolidation Studies, EMS Systems Analyses, Staffing Studies, Agency Evaluations, Fire Station Location, and Engineering Studies, as well as other unique Fire Service and EMS studies.

We have extensive experience in valuing fire protection and EMS delivery systems, as well as accessing both revenue and federal cost recovery programs, such as Ground Emergency Medical Transport (GEMT) and Inter-Governmental Transfer (IGT).

AP Triton has helped agencies across the country capture over \$1.2 billion in additional revenue over the last six years, which in turn has been reinvested back into the communities in the form of improved services, decreased response times, and increased safety measures.

### Triton's Approach to Projects

Triton's approach to projects represents our complete understanding of your expectations. Our experience in working with fire departments, fire districts, and EMS organizations, as well as other emergency services agencies, includes a wide variety of communities throughout the United States. Key elements of Triton's methodology include:

- A complete understanding of the project background, goals, and objectives, as well as the complex issues that must be addressed.
- A comprehensive, well-designed, and practical scope of work (SOW) and workplan that enables substantial input from the key stakeholders, leadership, and other relevant individuals.

- Use of state-of-the-art GIS mapping, computer modeling, and data analysis tools, web-based communications technology, and many other sophisticated tools and technologies.
- Triton's project methodology is augmented by the utilization of web-based and other communication technologies. We will utilize the Dropbox application to create a secure online project site that enables the client and project team members to collaborate and communicate throughout every phase of the project. In addition, Triton utilizes GoToMeeting conferencing software to assist with client communications and various presentations.
- Utilization of experienced subject matter experts (SME) in the fire service, EMS, and other related emergency services disciplines, as well as individuals with expertise in GIS and data analysis.
- Commitment to successfully complete our projects and deliverables within the time requested and in a manner that would meet or exceed expectations.
- High-quality printed and bound reports, with contents and recommendations that will easily enable the client, key stakeholders, and community members to understand.

### Best Practices & National Standards

Based on the type of project and study requirements, Triton will refer to and utilize current industry best practices, along with relevant national standards promulgated by a wide variety of associations and organizations that develop consensus standards for the fire service, EMS, communications, and other related services. These may include the *National Fire Protection Association (NFPA)*, *Center for Public Safety Excellence (CPSE)*, *Commission on Accreditation of Ambulance Services (CAAS)*, and other organizations.

### Conflict of Interest Statement

Triton has neither directly nor indirectly entered into any agreement, participated in any collusion or collusion activity, or otherwise taken any action which in any way restricts or restrains the competitive nature of this solicitation including, but not limited to, the prior discussion of terms, conditions, pricing, or other offer parameters required by this solicitation.

Triton is not presently suspended or otherwise prohibited by any government from participation in this solicitation or any other contracting to follow thereafter. Neither Triton nor anyone associated with Triton has any potential conflict of interest because of or due to any other clients, contracts, or property interests in this solicitation or the resulting project. If a conflict of interest is identified in the provision of services, Triton will immediately notify the client in writing.

## Appendix A: Qualifications of the Project Team

### John A. Stouffer

#### Senior Project Manager



#### Summary of Qualifications

Mr. Stouffer began his career in public safety in 1976 as a firefighter/EMT with Yakima County (WA) Fire District #10, where he established the first EMS program in the department. In 1980, he attended the Paramedic Program at Central Washington University and obtained a position with Yakima (WA) Medic One becoming a field paramedic and the organization's first Training Officer. In 1988, he was offered the position of the Director of the Yakima County (WA) Department of Emergency Medical Services. After holding that position for nine years, he took a position with Gresham (OR) Fire & Emergency Services as the EMS Coordinator, occasionally serving as the acting Chief of the Training Division, until his retirement in 2009. Since 1992, in addition to his other employment, he has been providing a wide variety of public safety consulting services to clients throughout the U.S. and Canada.

#### Professional Experience

- Western Region Manager, Emergency Services Consulting International (ESCI) (2018–2020)
- Project Manager/Associate Consultant, ESCI
- Technical Advisor/Program Developer, Vision 20/20 & Institution of Fire Engineers
- EMS Research Investigator/Coordinator, Oregon Health & Science University
- EMS Coordinator, Gresham Fire & Emergency Services
- Managing Partner/Senior Consultant, Pacific Northwest Associates, LLC
- Director, Yakima County Department of Emergency Medical Services
- Training Officer/Paramedic, Yakima Medic One
- Firefighter/EMT-Paramedic/Medical Services Officer | Yakima County Fire District #10
- More than 40 years diverse experience in fire and emergency medical services

#### Educational Background & Certifications

- Central Washington University
- Yakima Valley Community College
- Western Oregon University
- National Fire Academy Incident Command for EMS
- Seattle/King County Resuscitation Academy Fellowship
- Multiple instructor certifications (NFPA I & II, ACLS, PHTLS, WFSST Instructor II, EZ-IO Instructor)
- Numerous advanced-level EMS certifications
- More than 250 hours fire service education, Washington State Fire Service Training

#### Associated Professional Accomplishments

- Project Manager and consultant on a number of fire and EMS projects around the U.S. and Canada
- Co-authored and published a number of international prehospital studies (available on request)
- Authored two guides on Community Risk Reduction for Vision 20/20 (available on request)
- Project Co-Director, King LT Airway Implementation Project for Multnomah County (OR)
- Author, Phases I & II of the Yakima County EMS Master Plan
- Earned fourteen professional awards during his career (available on request)

Note: This is a brief summary of Mr. Stouffer's CV. A complete version can be made available on request.

## Kurt Latipow

### Senior Project Manager/Business Unit Leader



#### Summary of Qualifications

Mr. Latipow has enjoyed 40 years in Public Safety with over 27 years of Public Administration in Fire Chief and Chief Officer positions. He has developed and implemented numerous comprehensive fire and emergency services related plans.

Mr. Latipow has facilitated the adoption of those plans via a variety of governing bodies. Mr. Latipow offers extensive experience in developing and implementing emergency, strategic, master plans, and succession plans/management processes as

well as developing and implementing Standards of Cover Analysis, Fees for Service Cost Recovery Programs, and ALS Program Development and Implementation for both transport and engine company-based organizations.

#### Work Experience

- City of Lompoc, CA - Fire Chief
- Washoe County, NV - County Fire Services Coordinator
- City of Ukiah, CA - Fire Chief
- State of California, Governor's Office of Emergency Services – Deputy Chief, Fire and Rescue Branch
- Stanislaus Consolidated Fire Protection District, CA - Fire Chief/Chief Executive Officer
- Hesperia Fire Protection District, CA - Fire Chief
- City of Arroyo Grande, CA - Fire Chief/Director of Building and Fire
- City of Monterey Park Fire Department, CA - Battalion Chief/Fire Marshal

#### Education

- National Fire Academy–Accredited Executive Fire Officer
- California Fire Marshal Training and Education System

#### Publications and Instructor Experience

- IAFC/Volunteer Combination Officers 2017 Symposium in the West—Building Leaders from Within
- IAFC and League of California Cities 2016 - "The Achilles Heel of Local Government"
- California Fire Chiefs 2016 - "The Why and How of Succession Planning and Implementation"
- League of California Cities 2015 - "Contracting for Fire Services; the Trials, Tribulations, Landmines and Political Challenges"
- League of California Cities 2014 - "Leading Change in the New Reality"
- California Fire Chiefs Association 2012 - "Re-engineering Fire Service-Based Service Delivery"
- IAFC/ICMA 2012 - Success & Sustainability

#### Professional Affiliations

- California Fire Chiefs Association
- League of California Cities Fire Department – Past President
- League of California Cities Public Safety Policy – Past Committee Chair
- International Association of Fire Chiefs – Life Member

Note: This is a brief summary of Mr. Latipow's CV. A complete version can be made available on request.

## John K. Murphy

### Senior Consultant



#### Summary of Qualifications

Mr. Murphy retired after 32 years of combination and career fire department service, rising through the ranks from paramedic/firefighter and retiring as a Deputy Fire Chief. John was the Fire Chief for the City of Sammamish while under contract with Eastside Fire & Rescue prior to his retirement. After retirement, Murphy was the CEO of the National Traffic Safety Institute (NTSI) for two years then Legal Counsel for the organization for several years. During his time in the fire service, He was responsible for the transition of the departments from primarily volunteer to a career service and was part of the consolidations of several fire departments into a single fire organization. Currently, he is a practicing attorney with a focus on fire service liability. He is a Physician's Assistant and former US Navy Corpsman. Mr. Murphy possesses strong EMS management and development skills. He earned an undergraduate and graduate degree from Central Washington University, a Juris Doctorate from Seattle University, and is an Executive Fire Officer Graduate of the National Fire Academy.

#### Professional Development & Education

- US Navy Hospital Corpsman
- University of Utah School of Medicine – Physician's Assistant-Certified
- Bachelor's Degree in Paramedicine from Central Washington University
- Masters of Science Degree from Central Washington University
- Juris Doctorate (JD) from Seattle University School of Law
- Executive Fire Officer, National Fire Academy

#### Licensure & Certifications

- Attorney and Counselor of Law, State of Washington
- Physician's Assistant (PA-C), State of Washington

#### Professional Experience

- Attorney at Law
- Deputy Fire Chief, Eastside Fire & Rescue
- Fire Chief, City of Sammamish
- Assistant Chief, City of Anacortes
- Paramedic Program Manager, Lakewood Fire Department & Anacortes Fire Department
- Physician's Assistant-Certified

#### Boards and Memberships

- Member, International Society of Fire Service Instructors (ISFSI)
- Member, National Society of Executive Fire Officers (EFO)
- Member, Washington State Bar Association and King County
- Member, New York Bar Association
- Member, International Association of Fire Chiefs (IAFC)
- Past Member, Board of Trustees, Overlake Hospital

#### Associated Professional Accomplishments

- Reorganized fire organizations and developed paramedic programs
- As CEO of the National Traffic Safety Institute increased income with improved financial practices
- Author and Blogger

Note: This is a summary of Mr. Murphy's CV. A complete version can be made available on request.

## Richard Buchanan

### Senior Consultant



#### Summary of Qualifications

Mr. Buchanan has been in emergency service for 33 years. His diverse background began as a volunteer in a small rural ambulance service. After several years in an urban setting gaining Paramedic experience, he returned to a rural setting and became the EMS Director for Gunnison Valley Hospital. During this time, he took a BLS volunteer agency to a paid ALS system serving over 3000 square miles. After 16 years in leadership, he transitioned to the South Metro Fire Department serving an additional 17 years in a variety of capacities including paramedic, company officer, EMS certification program development, Type I Haz-Mat team coordinator, and EMS Operations Officer. Over the past three years, he has provided full-time consulting services focusing on the development of master plans, organizational assessment, strategic planning, and standards of cover studies.

Mr. Buchanan is currently an independent contractor providing consulting services for numerous organizations including AP Triton Consulting and maintains a part-time status at South Metro Fire Department as an instructor. Additionally, Mr. Buchanan provides training throughout Colorado in most areas of prehospital care and the management of hazardous material events. He has also consulted with fire and EMS departments to conduct utilization studies and implement asset management programs focusing on inventory distribution, cost reduction, and efficacy. Mr. Buchanan holds a Master's Degree in Organizational Leadership, a Graduate Certificate in Project Management, and a Bachelor of Arts in Business Administration.

#### Educational Background

- Bachelor of Arts degree- Business Administration – Western State University
- Master's Degree – Organizational Leadership – Regis University
- Graduate Certificate – Project Management – Regis University

#### Professional Experience

- Project Manager, Emergency Services Consulting International, Washington
- Company Officer, South Metro Fire Rescue, Colorado
- HazMat Technician, South Metro Fire Rescue, Colorado
- E.M.S. Instructor, Centura Health, Colorado
- EMS Director, Gunnison Hospital, Colorado

#### Relevant Experience

- LEAN Facilitator
- Just Culture Facilitator
- Certified Instructor (ACLS, PALS, Colorado EMS)
- Adjunct EMS Instructor, Centura Health, Denver Health, Lutheran Medical

#### Associated Professional Accomplishments

- Published works: Buchanan, R. (1988). Hypothermia. In P. T. Pons, & V. J. Markovchick, Pre-Hospital Emergency Care Services. Philadelphia, PA: Hanley and Belfus, INC.

Note: This is a summary of Mr. Buchanan's CV. A complete version can be made available on request.

## Adam Poirrier *MPA, EFO*

### Associate Consultant



#### Summary of Experience

Results oriented, hands-on professional with a successful record of accomplishments in municipal government fire and emergency medical service environment. Strong background and experience in budgeting, purchasing, personnel affairs, training, resource management, customer service, visioning, labor relations and negotiations, incident command, emergency management, fire prevention and inspections, and emergency response with a focus on effective relationships, results, and accuracy.

Major strengths include strong leadership, relationship and employee development and mentoring, excellent communication skills, critical thinking, problem solving, competent, strong, team-player, with dutiful respect for compliance in all regulated environments.

#### Educational Background & Certifications

- Master's Degree in Public Administration – Troy University
- Bachelor of Applied Science Degree in Public Safety Administration – St. Petersburg College
- Executive Fire Officer (EFO) – National Fire Academy
- Firefighter 2, Fire Officer 4, Instructor 3, Inspector 2, Investigator 1, Live Fire Instructor 2, Pump Operator, Basic Designated Infection Control Officer, EVDT Instructor
- ACE / IAFC / IAFF Fire Service Peer Fitness Trainer

#### Professional Experience

- District Fire Chief / Fire & EMS Operations – City of St. Pete Beach Fire Department
- Fire & EMS Consultant – Various Firms
- Fire Instructor – St. Petersburg College, Fire and Public Safety Training Center
- Lieutenant (Shift Supervisor)/Paramedic/Training Officer – City of Gulfport Fire Department

#### Relevant Affiliations

- Member – International Association of Fire Chiefs
- Member – Florida Fire Chiefs Association
- Former Local 747 Executive Vice President – International Association of Firefighters

#### Published Material (Topics)

- Leadership
- Overtime Reduction
- Post Incident Analysis
- Community Risk Reduction (Fall Prevention)
- Strategic Planning

Note: This is a summary of Mr. Poirrier's CV. A complete version can be made available on request.

## Robert McNally

### Associate Consultant



#### Summary of Qualifications

Mr. McNally brings 20 years of public safety experience as a paramedic, firefighter, manager, and instructor. He was awarded twice for his service to the communities that he served. Since 2005, he has participated in over 200 fire service studies for fire and EMS agencies of various sizes and has helped communities with a range of projects including master planning, service level evaluation, fire/EMS consolidation, station location, response time analysis, and analyzing community risks using the

CFAI Standards of Cover methodology.

He serves as an instructor in emergency response as well as geographic information sciences. He has delivered several presentations at national and regional conferences and has been published on the subject of public safety and homeland security. His experience includes serving as an adjunct faculty at FEMA's National Training Center for both the Emergency Management Institute (EMI) and the National Fire Academy (NFA). Along with using ESRI's GIS platform and several extension software modules, Robert is also adept at using GIS for natural disaster damage loss and estimation.

#### Professional Development & Education

- Master's Degree, Geography specializing in Urban and Regional Planning, University of North Carolina Charlotte
- Bachelor's Degree, magna cum laude, Public Administration, Kean University, New Jersey
- Former Paramedic & Firefighter, Metro Newark, NJ; Charlotte, NC

#### Skills & Certifications

- ESRI: ArcGIS, Spatial Analyst, Network Analyst, Model Builder, Online, Webapps
- FEMA HAZUS Professional Certificate
- CAMEO, ALOHA, MARPLOT
- Self-Assessment and Standards of Cover Certification – Commission on Fire Accreditation (CFAI)

#### Experience

- GIS mapping and analysis
- Incident data analysis & reporting
- Fire & EMS Organization and Deployment
- CFAI Self-Assessment and Accreditation
- Fire station location, staffing, and deployment

#### Associated Professional Accomplishments

- Contract Instructor & SME, FEMA Emergency Management Institute and National Fire Academy
- Contributing Member, NFPA Fire Service Analysts Standards Committee

Note: This is a brief summary of Mr. McNally's CV. A complete version can be made available on request

## Appendix B: Projects & Experience

The following is a *partial* list of Triton's current and former clients. An expanded list can be provided upon request.

- Contra Costa County FPD
- Aberdeen Fire Department (WA)
- City of Alameda Fire Department (CA)
- Alameda County FPD (CA)
- Alaska Fire Chiefs Association (AK)
- Albany Fire Department (OR)
- Anaheim Fire and Rescue (CA)
- Berkeley Fire Department (CA)
- Bethel Fire Department (AK)
- Bodega Bay Fire Department (CA)
- Brea Fire Department (CA)
- Burbank Fire Department (CA)
- California Fire Chiefs Association (CA)
- California Metro Chiefs Association (CA)
- Carlsbad Fire Department (CA)
- Carroll County Ambulance District (MO)
- Central Jackson County FPD (MO)
- Central Pierce Fire Protection (WA)
- Chariton County Ambulance District (MO)
- Chico Fire Department (CA)
- Chula Vista Fire Department (CA)
- Central Kitsap Fire & Rescue (WA)
- City of Colton/Loma Linda FD (CA)
- City of Costa Mesa Fire Department (CA)
- Coalinga Fire Department (CA)
- Contra Costa County FPD (CA)
- Cosumnes Fire Department (CA)
- Cowlitz 2 Fire & Rescue (WA)
- DeKalb County Fire Rescue (GA)
- City of Downey Fire Department (CA)
- Dixon Fire Department (CA)
- Douglas Okanogan County FD 15 (WA)
- El Dorado Hills Fire Department (CA)
- Fort Myers Fire Department (FL)
- Golden Fire Department
- City of Fresno Fire Department (CA)
- Eureka Fire Protection District (MO)
- Fort Myers Fire Department (FL)
- City of Fresno Fire Department (CA)
- Fullerton Fire Department (CA)
- Gig Harbor/Pierce FD #5 (WA)
- Grand River Regional Ambulance (MO)
- Gray's Harbor #4/L. Quinault VFD (WA)
- Gray's Harbor Fire District #5 (WA)
- Hawaii Fire Chiefs Association (HI)
- Hermosa Beach Fire Department (CA)
- Huntington Beach Fire Department (CA)
- Idaho Fire Chiefs Association (ID)
- Kennewick Fire & Ambulance (WA)
- Kern County Fire Department (CA)
- Lake Ozark FPD (MO)
- Lincoln Fire & Rescue (NE)
- Milwaukee Fire Department (WI)
- Sonoma County Fire District (CA)
- Sonoma Valley Fire Department (CA)
- Stockton Fire Department (CA)
- Sunnyside Fire Department (WA)
- Tacoma Fire Department (WA)
- Tualatin Valley Fire & Rescue (OR)
- Ukiah Valley Fire Authority (CA)
- Umatilla Fire Department (OR)
- Utah Fire Chiefs Association (UT)
- Vacaville Fire Department (CA)
- Valley Center Fire Protection District (CA)
- Ventura County Fire Department (CA)
- Washington Fire Chiefs Association (WA)
- Watsonville Fire Department (CA)

## Project Types

The following is a *partial* list of projects in which the members of the Project Team for this study have either served as the Project Manager or participated in. Our team has participated in dozens of studies throughout the United States and Canada.

### Project Description

- EMS Service Delivery Study:
- Annexation Study (3 districts):
- Fire Station & CRA/SOC Study:
- Special Operations & HazMat Team Study:
- Fire Department Cooperative Services Study:
- Fire Departments Consolidation Study:
- EMS System Analysis & Cooperative Services:
- Fire Departments Consolidation Study:
- Fire Department Master Plan:
- Master Plan:
- Staffing Study:
- CRA-Standards of Cover:
- Fire Department Master Plan:
- Consolidation Feasibility Study & Service Review:
- Fire Department Master Plan:
- Standards of Coverage & Deployment Plan:
- Organizational Assessment:
- Regional Fire Service Study:
- EMS Cooperative Services/Integration Study:
- Operational Analysis:
- Fire Protection & Life-Safety Feasibility Study:
- Fire Department Staffing Study:
- Fire Department Master Plan:
- Community Risk Assessment-Standards of Cover:

### Organization

- Burbank Fire Department (CA)
- Contra Costa County FPD (CA)
- Montecito FPD (CA)
- Pierce County (WA)
- Mountain View Fire, et al (CO)
- Multiple Departments (MO)
- Summit County Fire Agencies (CO)
- Walla Walla Fire Agencies (WA)
- Evans Fire Protection District (CO)
- Palmer Lake FD (CO)
- Telluride Fire District (CO)
- Vail Fire & Emergency Services (CO)
- Platte Valley FPD (CO)
- Central and Aptos FPDs (CA)
- Wasatch County Fire (UT)
- Tahoe Douglas FPD (NV)
- Yreka Fire Department (CA)
- Pinole (CA)
- Henry & Jefferson Counties (IA)
- Strathcona Fire (Canada)
- San Benito County (CA)
- Shawnee Fire Department (KS)
- North Whatcom Fire & Rescue (WA)
- Idaho Falls Fire Department (ID)

## Appendix C: Client References

The following are several references and projects out of the hundreds of projects and studies previously completed by Triton. Additional references can be provided.

Montecito FPD & Carpinteria-Summerland FPD (California)			
<b>Project Title &amp; Description:</b> <b>Fire Station Location Study &amp; Community Risk/SOC</b>			
AP Triton was engaged to develop a comprehensive fire station location study with the intent of determining if a shared facility is feasible. In addition, the study includes a variety of elements that entail community risk assessments and a standards of cover analysis. Once completed Triton will facilitate a Customer-Centered Strategic Plan for each.			
<b>Contact Name/Title:</b>	MFPD Chief Kevin Taylor/CSFPD Chief Greg Fish	<b>Year:</b>	2021
<b>Client Phone:</b>	805.969.7762/805.566.2450		
<b>Client E-Mail:</b>	ktaylor@montecitofire.com/g.fish@csfd.net		
<b>Project Manager:</b>	Kurt Latipow	<b>Status:</b>	Completed

Contra Costa County FPD & Other Districts (California)			
<b>Project Title &amp; Description:</b> <b>Phase Two—Fire District Annexation Feasibility Study</b>			
This project is two-phase study for a potential annexation of the East Contra Costa Fire Protection District (ECCFPD) and the Rodeo-Hercules Fire District (RHFPD). Phase one was fiscal projections and current budget information as it relates to the conceptual annexation of East Contra Costa FPD (ECFPD) by Contra Costa County FPD. Additionally, a review will be conducted of the organizational and operational structure that is developed to coincide with the conceptual annexation. Phase Two was a comprehensive feasibility analysis of the annexation of the East Contra Costa Fire Protection District. Additionally, if approved by CCCFPD and RHFPD, Triton will move forward with a comprehensive feasibility analysis of the annexation of the Rodeo-Hercules Fire District into the Contra Costa County FPD.			
<b>Contact Name/Title:</b>	Lewis Broschard, Fire Chief	<b>Year:</b>	2021
<b>Client Primary Phone:</b>	925.941.3300	<b>Client E-Mail:</b>	Lewis.broschard@cccfpd.org
<b>Triton Project Manager:</b>	Kurt Latipow	<b>Status:</b>	Completed

**Golden FD/Fairmount FPD/Pleasant View Fire (Colorado)**

**Project Title & Description:** **Fire Department Cooperative Services Study**  
 Feasibility of combining the service areas of the three fire departments, The City of Golden Fire Department, Fairmount Fire Protection District, and Pleasant View Fire Department. Each agency is a political subdivision of the State of Colorado.

<b>Contact Name/Title:</b>	Alicia Welch Fire Chief City of Golden	<b>Year:</b>	2021
<b>Client Primary Phone:</b>	303 384 8090	<b>Client E-Mail:</b>	AWelch@cityofgolden.net
<b>Triton Project Manager:</b>	John Stouffer	<b>Status:</b>	Nearly complete

**Elk Creek FPD/Inter-Canyon FPD/North Fork FPD/Indian Hills FPD (Colorado)**

**Project Title & Description:** **Fire Protection District Cooperative Services Study**  
 Triton was retained to conduct a comprehensive study to determine the feasibility of some form of consolidation of four fire protection districts in Colorado. Triton conducted a full analysis of each district that included service delivery, financial status, staffing, fire stations and apparatus inventory, and much more. The study concluded with potential future options, costs, recommendations, and an implementation plan.

<b>Contact Name/Title:</b>	Fire Chief Jacob Ware, Elk Creek FPD	<b>Year:</b>	2021
<b>Client Primary Phone:</b>	303.816.9385	<b>Client E-Mail:</b>	jware@elkcreekfire.org
<b>Triton Project Manager:</b>	John Stouffer	<b>Status:</b>	Nearly complete

**Contra Costa County FPD/East Contra Costa FPD (California)**

**Project Title & Description:** **Phase One—Annexation Financial Feasibility Study**  
 Triton was retained by the fire districts to conduct an analysis and determine the financial efficacy of CCCFPD annexing ECCFPD, and to make recommendations accordingly. Triton’s analysis demonstrated that annexation was fiscally possible and made recommendations to move forward with Phase Two: Annexation Feasibility Study.

<b>Contact Name/Title:</b>	Lewis Broschard, Fire Chief	<b>Year:</b>	2020
<b>Client Phone:</b>	925.941.3300	<b>Client E-Mail:</b>	Lewis.broschard@cccfpd.org
<b>Project Manager:</b>	Kurt Latipow	<b>Status:</b>	Completed

Coalinga Fire Department (California)			
<b>Project Title &amp; Description:</b> <b>Community Risk Assessment/Standard of Cover</b>			
Community Risk Assessment/Standards of Cover (CRA/SOC), consistent with the methodologies contained in the Center for Public Safety Excellence (CPSE) <i>Community Risk Assessment/Standards of Cover</i> , 6 <sup>th</sup> edition, inclusive of Strategic Planning assistance.			
<b>Contact Name/Title:</b>	Greg DuPuis Fire Chief	<b>Year:</b>	2021
<b>Client Phone:</b>	559.935.1652	<b>Client E-Mail:</b>	gdupuis@coalinga.com
<b>Triton Project Manager:</b>	Kurt Latipow	<b>Status:</b>	Completed

Templeton Fire & Emergency Services (California)			
<b>Project Title &amp; Description:</b> <b>Long-Range Fire Department Master Plan</b>			
Fire and Emergency Services Master Plan. Inclusive of a Community Risk Assessment and a review of all current fire services and programs.			
<b>Contact Name/Title:</b>	Tom Peterson Fire Chief	<b>Year:</b>	2021
<b>Client Primary Phone:</b>	805 434-4911	<b>Client E-Mail:</b>	tpeterson@templetoncsd.org
<b>Project Manager:</b>	Kurt Latipow	<b>Status:</b>	Complete

# Appendix D: Triton Certificates of Insurance & Litigation

AP Triton, LLC maintains liability insurance as shown in the following pages. Triton has no past and/or pending litigation or unresolved lawsuits.



THE HARTFORD  
BUSINESS SERVICE CENTER  
3600 WISEMAN BLVD  
SAN ANTONIO TX 78251

March 29, 2021

FOR INFORMATIONAL PURPOSES ONLY  
1851 HERITAGE LN STE 138  
SACRAMENTO CA 95815-4996

### Account Information:

<b>Policy Holder Details :</b>	AP TRITON CONSULTING LLC
--------------------------------	--------------------------



### Contact Us

---

Business Service Center  
**Business Hours:** Monday - Friday  
 (7AM - 7PM Central Standard Time)  
**Phone:** (866) 467-8730  
**Fax:** (877) 905-2772  
**Email:** [nutmegins@thehartford.com](mailto:nutmegins@thehartford.com)  
**Website:** [www.thehartford.com](http://www.thehartford.com)

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,  
Your Hartford Service Team





## **Proposal to Conduct a Feasibility Study**

**SANDY FIRE DISTRICT NO. 72 AND  
CLACKAMAS FIRE DISTRICT NO. 1, OREGON**

July 19, 2021



## Table of Contents

	Letter of Transmittal	<b>i</b>
1	Project Understanding	<b>1</b>
2	Project Team	<b>2</b>
3	Firm Qualifications	<b>11</b>
4	Work Plan and Methodology	<b>13</b>
5	References	<b>28</b>
6	Price	<b>30</b>
7	Timeline	<b>31</b>



July 19, 2021

Phil Schneider, Fire Chief  
Sandy Fire District No. 72  
17460 Bruns Avenue  
Sandy, OR 97055

Dear Chief Schneider:

The Matrix Consulting Group is pleased to provide you with our proposal to conduct a Feasibility Study for the Sandy Fire District No. 72 and Clackamas Fire District No. 1. This proposal is based on our review of the request for proposals, background review of the Fire Districts and our experience working with hundreds of fire departments in Oregon, elsewhere in the Pacific Northwest region and across the United States.

A review of our services, experience, and qualifications will show that the Matrix Consulting Group is highly qualified because of its extensive experience evaluating fire operations, emergency medical services, management, and resource deployment throughout the United States. Our firm was founded in 2002 and members of the project team have over 30 years' experience in consulting and municipal management.

Our team's fire and emergency medical service analytical experience includes over 350 projects throughout the country, including these sample assignments (with Oregon projects in **bold**):

Amesbury, Massachusetts  
Anchorage, Alaska  
Arlington, Texas  
Augusta, Maine  
Bedford, New York  
Berlin, Maryland  
Bellingham, Washington  
Boston, Massachusetts  
Canandaigua, New York  
Chelsea, Massachusetts  
Dinuba, California  
**Estacada, Oregon**  
Fort Lauderdale, Florida

**Grants Pass, Oregon**  
Highland, California  
Hoboken, New Jersey  
Indio, California  
**Jefferson County, Oregon**  
Lone Peak Fire District, UT  
Mesa County, Colorado  
Meriden, Connecticut  
Milwaukee, Wisconsin  
Monrovia, California  
Montpelier, Vermont  
New Rochelle, New York  
North Kingstown, RI

Pacific Grove, California  
Peoria, Illinois  
Plano, Texas  
**Portland, Oregon**  
Pueblo, Colorado  
Red Bluff, California  
Reno, Nevada  
Sacramento, California  
San Antonio, Texas  
Somerville, Massachusetts  
Steamboat Springs, CO  
Westport, Connecticut  
West Sacramento, California

We are also conducting a fire feasibility study for Keller and Westlake (TX) and a fire study in Santa Clara County (CA).

We also have extensive experience conducting consolidation and feasibility studies as illustrated in the following table:

<b>Contract Service Evaluations</b>	<b>Feasibility Studies</b>	<b>Consolidation Analyses</b>	<b>Countywide Studies</b>
Campbell, CA	Charlotte County, FL	Charlottes/Albemarle, VA	Albemarle County, VA
Indio, CA	Coral Springs, FL	Cleveland Suburbs, OH	<b>Jefferson County, OR</b>
Orange County, CA	Cupertino, CA	Des Moines Area, IA	Mesa County, CO
Pacific Grove, CA	<b>Grants Pass, OR</b>	La Mesa/Lemon Grove, CA	Placer County, CA
Pomona, CA	San Ramon, CA	Lincoln, Rhode Island	San Mateo, CA
Reno/Washoe Cty., NV	Sarasota County, FL	North Utah County, UT	Santa Clara Cty, CA
Sacramento, CA	Scottsdale, AZ	San Rafael/Marin, CA	Seminole County, FL
Seminole, FL	Sterling, IL	Saratoga/Sara. FPD, CA	Stanislaus, CA

The following points characterize our approach to conducting fire studies:

- All of the staff for our proposed team are extremely experienced, having themselves conducted up to hundreds of fire service studies.
  - The President of the firm, with 40 years of fire service analytical experience would manage the project.
  - Our lead analyst, Robert Finn, has led the analysis of numerous consolidation feasibility studies.
- We are a ‘fact based’ firm providing detailed data collection and analysis.
- We obtain extensive input from ‘stakeholders’ in all of our studies, including municipal managers and elected officials, fire service managers and staff.
- We work closely with our clients through interim reports and review meetings.

As President, I am authorized to represent the firm in negotiations.

If you have any questions, please do not hesitate to contact me at 650-858-0507 or via email at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net). I can also be contacted at the letterhead address.

**Richard P. Brady**  
**Matrix Consulting Group**

Richard P. Brady  
 President

# 1 Project Understanding

Sandy Fire District No. 72 (SFD) and Clackamas Fire District No. 1 currently operate under an Interlocal Agreement focused on improved service delivery and operational efficiencies. This study will examine options for further improvements in service delivery, organizational structure and financial sustainability. Specifically, the study will:

- Evaluate the effectiveness of the current cooperative agreement to include service delivery, efficiencies gained, challenges and resource distribution and concentration.
- Financial analysis to include micro and macroeconomics, growth projections, capital assets and organizational structure
- Opportunities and challenges of further collaboration or integration
- Recommendations regarding various options for each agency related to remaining autonomous, continuing to work with the current or an amended agreement, contract for service and/or legal integration of the agencies.

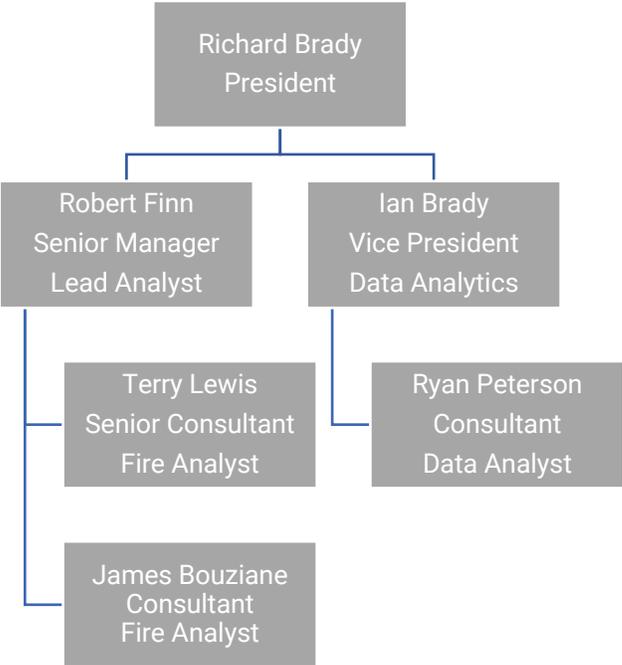
The Sandy Fire District No. 72 is governed by a five (5) member Board of Directors. The District is staffed with a combination of career and volunteer personnel that provide services from three (3) fire stations to a population of approximately 25,000 in an area covering 77 square miles. The District has an ISO rating of Class 3 for any property within 5 miles of a SFD fire station, 10W for areas 5-7 road miles from a station and 10 for areas more than 7 road miles from a SFD station.

The Clackamas Fire District No. 1 is governed by a five (5) member Board of Directors. The District is staffed with a combination of career and volunteer personnel that provide services from 20 fire stations to population of approximately 220,000 residents in an area covering 235 square miles. The District has an ISO rating of 2

## 2 Project Team

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other experienced personnel, one with direct fire service experience. The senior members of the team have between 10 and 30+ years of professional experience as consultants and/or fire professionals.

The organization of the project team is as follows:



Summary descriptions of each team member are provided below beginning with our proposed project manager:

Name/Title	Summary of Professional Background, Experience, and Education
<p><b>Richard Brady</b> <b>President</b></p> <p>Project Management and Oversight</p>	<p>Mr. Brady has been providing management consulting services to municipalities for 40 years across all governmental functions, including over 250 law enforcement and 250 fire service clients conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.</p> <p>His recent fire assessments include Anchorage (AK), Atherton (CA), Bellingham (WA), Big Bear (CA), Boston (MA), Butte County (CA), Coconut Creek (FL), Cooper City (FL), Davenport (IA), DeKalb County (GA), Dixon (CA), Grants Pass (OR), Huntington Beach (CA), Los Banos (CA), Merced County (CA), Monterey (CA), New Rochelle (NY), Placer County (CA), Redding (CA), San Antonio (TX), Santa Paula (CA), Tuolumne County (CA), Vernon (CA) and West Sacramento (CA).</p> <p>He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.</p>
<p><b>Robert Finn</b> <b>Senior Manager</b></p> <p>Lead Project Analyst</p>	<p>Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational, Professional and consulting background in the fire service coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships. He has over 25 years of experience in fire service operations and consulting. Robert Finn is also a Peer Assessor, Team Leader, and Technical Reviewer with the Commission on Fire Accreditation International (CFAI).</p> <p>Recent fire service consulting projects include Butte, Merced, Placer and Tuolumne Counties (CA), Coconut Creek, Cooper City and Winter Garden (FL), Billerica, Boston, Chelsea and Yarmouth (MA), Atherton, Big Bear, Dinuba, Dixon, Huntington Beach, Los Banos, Monterey, Redding, Santa Paula, Vernon and West Sacramento (CA), Estacada and Grants Pass (OR), DeKalb County (GA), Lincoln (RI), North Utah County (UT), Oshkosh (WI), San Antonio (TX), Steamboat Springs (CO) and Suffolk (VA).</p> <p>Mr. Finn has a MBA and Bachelor of Science in Public Safety Management from Grand Canyon University.</p>

**Name/Title**                      **Summary of Professional Background, Experience, and Education**

**Terry Lewis**  
**Senior Consultant**

Fire Analyst

Terry Lewis is a Senior Consultant with our firm and has over 30 years’ experience as a consultant and fire service manager. He worked in all capacities of the fire service including financial management, fire prevention, public education and operations, eventually becoming Fire Chief. Terry also served as a Team Leader, Peer Assessor and Agency Mentor for Departments seeking accredited status from CFAI.

Mr. Lewis was a member of our department study teams for Butte, Merced, Placer and Tuolumne Counties (CA), Coconut Creek and Cooper City (FL), Billerica, Boston and Yarmouth (MA), Atherton, Big Bear Dixon, Los Banos, Santa Paula, Vernon and West Sacramento (CA), Estacada and Grants Pass (OR), Mequon and Oshkosh (WI), and Steamboat Springs (CO).

Mr. Lewis has a BS in Fire and Safety Engineering Technology and an AA degree from the University of Cincinnati.

**Ian Brady**  
**Vice President**

Data Analytics/GIS Mapping

Ian Brady is a Vice President with the Matrix Consulting Group as part of our Management Services Division. Mr. Brady created and leads our data analytics practice, which for fire staffing studies includes evaluation of deployments, staffing and scheduling issues and alternatives. He is based in our Portland office.

Mr. Brady has recently worked on police and fire management studies for Austin (TX), Butte, Merced, Placer and Tuolumne Counties (CA), Coconut Creek and Cooper City (FL), Billerica, Boston and Yarmouth (MA), Atherton, Big Bear Dixon, Los Banos, Santa Paula, Vernon and West Sacramento (CA), Estacada and Grants Pass (OR), Oshkosh (WI).

He received his BA in Political Science from Willamette University.

**Ryan Peterson**  
**Consultant**

Data Analytics/GIS Mapping

Ryan Peterson is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over seven years of experience in conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland and City of Beaverton, as well as the Tri-County Metropolitan Transportation District of Oregon (TriMet). He is based in our Portland office.

His experience on analytical projects include studies for Fort Worth (TX), Orange County (FL), Howard County (MD), Merced, Placer and Tuolumne Counties (CA), Coconut Creek and Cooper City (FL), Billerica, Boston and Yarmouth (MA), Atherton, Big Bear Dixon, Los Banos, Sacramento, Santa Paula, Vernon and West Sacramento (CA), Estacada and Grants Pass (OR), Mequon and Oshkosh (WI), and Steamboat Springs (CO).

He holds a BS in Geography/GIS from University of Oregon, as well as a GIS Graduate Certificate from Portland State University, and a certificate in programming from the Epicodus School.

Name/Title	Summary of Professional Background, Experience, and Education
<p><b>James Bouziane</b>  <b>Consultant</b>                       Fire Analyst</p>	<p>James is a Consultant with the Matrix Consulting Group. He has over 25 years of California Fire and EMS experience. James served as a Deputy Chief with the City of Sunnyvale Department of Public Safety and has extensive experience in all aspects of the fire service. He worked at all levels of the organization, including public safety officer, lieutenant, captain, battalion chief and Deputy Chief. He specifically led efforts for the Department in hiring, cultural awareness/diversity, training and fire prevention.</p> <p>He is based in our Portland office.</p> <p>He has a Bachelor of Arts in Public Administration from the University of San Francisco and a Master of Public Administration from Golden Gate University.</p>

Single page project team resumes are included in the pages that follow.

## RICHARD P. BRADY, PHD

PRESIDENT, MATRIX CONSULTING GROUP

**RICHARD BRADY** the Matrix Consulting Group's President. Mr. Brady has been a management consultant to local government for more than 40 years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. The vast majority of his work is in the fire services, law enforcement, criminal justice, and public safety areas.

He has conducted master planning and management audits, each of which have included evaluation of all departmental programs; service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included review of management practices.

### Experience Highlights

**West Sacramento, CA:** Richard served as the Project Manager for this engagement. He was responsible for oversight of all aspects of the project that examined the police and fire departments. Key findings/ achievements of the project:

- Adding a quick response EMS vehicle
- 10 year plan to add a station to the developing southern portion of the City
- Full assessment of growth impacts for 25 years.

**Bellingham, WA:** Richard served as the Project Manager for this project that developed a strategic plan for the Fire Department. Key findings/achievements include:

- Development of a 10-year strategic plan for the Department and contract Fire District
- Improvements to the response system
- Regionalization of training
- Enhancements to emergency management

**Role on This Engagement:** Richard will be the Project Manager

### Relevant Clients:

- MB Winnipeg
- US Atherton, CA  
Bellingham, WA  
Birmingham, AL  
Big Bear, CA  
Billerica, MA  
Boston, MA  
Butte County, CA  
Chelsea, MA  
Cleveland, OH  
Coconut Creek, FL  
Columbia, MO  
Columbus, OH  
Davenport, IA  
DeKalb County, GA  
Estacada RFD, OR  
Grants Pass, OR  
Hennepin County, MN  
Jefferson County, OR  
Kauai County, HI  
Los Angeles, CA  
Monterey, CA  
Newburgh, NY  
New Rochelle, NY  
Oshkosh, WI  
Portland, OR  
Raleigh, NC  
San Jose, CA  
Steamboat Springs, CO  
Sterling Heights, MI  
Westport, CT

**Experience:** 40 yrs+

### Education:

BA, California State University, Hayward  
Ph.D., Oxford University, United Kingdom

## ROBERT FINN, MBA

SENIOR MANAGER, MATRIX CONSULTING GROUP

**ROBERT FINN** is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships. Robert has over 30 years of fire service and consulting experience covering all aspects of the fire service industry.

Robert's relevant experience includes serving the City of Southlake, Texas for 25 years in the following roles:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

### Experience Highlights

**Estacada Rural Fire District, OR:** Robert served as the lead analyst for this engagement. He was responsible for leading all aspects of the project that examined the financial resources including revenues and expenditures. Key findings/ achievements of the project:

- Clear illustration that expenditures were going to exceed revenues in all cost and revenue projections
- If no additional resources were added and aggressive revenue projections used revenue and expenditures would equalize by FY 2023.

**Jefferson County, OR:** Robert was the lead analyst on this study to look at the feasibility of consolidating fire and EMS services in the County.. Key findings/achievements include:

- Development of a tax rate for the new District
- Development of a 7 year financial plan for the new District
- Development of a capital improvement schedule
- Development of a staffing plan for the new District

**Role on This Engagement:** Robert will be the lead project analyst

### Relevant Clients:

MB Winnipeg

US Anchorage, AK  
Bedford, NY  
Bellingham, WA  
Big Bear, CA  
Billerica, MA  
Boston, MA  
Chelsea, MA  
Cleveland, OH  
Davenport, IA  
DeKalb County, GA  
Estacada RFD, OR  
Grants Pass, OR  
Jefferson County, OR  
Mercer County, CA  
Mesa County, CO  
Monterey, CA  
Oshkosh, WI  
Placer County, WI  
Raleigh, NC  
San Antonio, TX  
Steamboat Springs, CO  
Sterling Heights, MI  
Westport, CT

**Experience:** 30 yrs+

### Education:

MBA, Grand Canyon Univ.  
BS, Public Safety Administration, Grand Canyon University

### Professional Association:

National Fire Protection Association (NFPA)  
International Association of Fire Chiefs (IAFC)  
Center for Public Safety Excellence (CPSE)

## TERRY LEWIS

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

**TERRY LEWIS** is a Senior Consultant with the Matrix Consulting Group and previously served as the Chief of the Henderson (KY) Fire Department. Mr. Lewis has a strong educational background coupled with a successful track record of leading an agency of 60 personnel in a community with 30,000 residents. Terry has over 30 years of fire service and consulting experience covering all aspects of the fire service industry.

Terry’s relevant experience includes serving the City of Henderson, Kentucky as Fire Chief for 10 years. He began his career with the Loveland-Symmes (OH) Fire Department where he advanced through the ranks until being appointed as Chief of Henderson. He has experience in the following areas:

- Administration
- Fire Prevention
- Financial Management
- Operations
- Hazardous Materials

### Experience Highlights

**Estacada Rural Fire District, OR:** Robert served as the lead analyst for this engagement. He was responsible for leading all aspects of the project that examined the financial resources including revenues and expenditures. Key findings/ achievements of the project:

- Clear illustration that expenditures were going to exceed revenues in all cost and revenue projections
- If no additional resources were added and aggressive revenue projections used revenue and expenditures would equalize by FY 2023.

**Jefferson County, OR:** Robert was the lead analyst on this study to look at the feasibility of consolidating fire and EMS services in the County.. Key findings/achievements include:

- Development of a tax rate for the new District
  - Development of a 7 year financial plan for the new District
  - Development of a capital improvement schedule
- Development of a staffing plan for the new District

**Role on This Engagement:** Terry will be a technical expert for fire service issues.

### Relevant Clients:

Atherton, CA  
 Bellingham, WA  
 Berlin, NH  
 Big Bear, CA  
 Billerica, MA  
 Boston, MA  
 Butte County, CA  
 Chelsea, MA  
 Cleveland, OH  
 Coconut Creek, FL  
 Davenport, IA  
 DeKalb County, GA  
 Dixon, CA  
 Estacada, OR  
 Grants Pass, OR  
 Jefferson County, OR  
 Mercer County, CA  
 Mesa County, CO  
 Monterey, CA  
 New Rochelle, NY  
 Oshkosh, WI  
 Placer County, WI  
 Raleigh, NC  
 San Antonio, TX  
 Steamboat Springs, CO  
 Sterling Heights, MI  
 Westport, CT

**Experience:** 30 yrs+

### Education:

BS Fire Technology  
 AS Accounting,  
 University of Cincinnati

### Professional Association:

National Fire Protection Association (NFA)  
 International Association of Fire Chiefs (IAFC)  
 Center for Public Safety Excellence (CPSE)

## IAN BRADY

VICE PRESIDENT, MATRIX CONSULTING GROUP

**Ian Brady** is a Vice President with Matrix Consulting Group and heads our data analytics unit. He has over 10 years of consulting experience, and specializes in data science and public safety.

He lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies' analytical efforts, including for:

- Developing interactive modeling tools to forecast the effects shift schedule configurations on service levels and overtime usage.
- New agency formation feasibility, financial and service delivery (For nine municipalities in Riverside County, CA).
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.

### Experience Highlights

**Placer County, CA:** Ian was a data analyst on this project that examined community risk and development of a standards of cover document. Key findings/ achievements of the project:

- Performed a CAD analysis that determined the current workload of all fire departments serving the County.
- Development of a phased expansion of fire services over a 10 year planning period.
- Development of a staffing plan for the planned growth in the County.

**Grants Pass, OR:** Ian was a data analyst on this project that examined the staffing and deployment to develop a community risk and standards of cover document. Key roles included:

- Data analysis of CAD and other critical data
- Development of community risk maps
- Development of long-term staffing needs based on planned growth.

### Role on This Engagement:

Ian will serve as the lead analyst on statistical modeling and data analytics.

### Relevant Clients:

AZ	Peoria
AL	Birmingham
CA	Berkeley
CA	Los Angeles
CA	Roseville
CA	Sacramento
CA	San Francisco
CA	San Jose
CO	Adams County
FL	Miami Beach
FL	Orange County
GA	DeKalb County
HI	Kauai County
IL	Lansing
IL	Rockford
MB	Winnipeg
MD	Harford County
MD	Howard County
MN	Hennepin County
MO	Columbia
MO	Kansas City
OK	Midwest City
OR	Grants Pass
OR	Portland
NC	Raleigh
NJ	Mahwah
NM	Rio Rancho
NY	Newburgh
OH	Columbus
PA	Carlisle
TX	Austin
TX	Fort Worth
TX	Travis County
VA	Suffolk
WA	Tacoma
WI	Oshkosh

**Years of Experience:** 10

### Education:

BS in Politics,  
Willamette University.

## RYAN PETERSON

DATA/GIS ANALYST, MATRIX CONSULTING GROUP

**RYAN PETERSON** is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over nine years of experience conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland (OR), City of Beaverton (OR) and the Tri-County Metropolitan Transportation District of Oregon (TriMet).

Relevant experience highlights, include:

- Data collection and analysis.
- Growth forecasting using GIS-based projections for population, service needs and staffing requirements.
- Comprehensive workload and staffing analytics.
- Analysis and redistricting of operational boundaries
- Standards of Cover analysis, including community risk, deployment, concentration and system performance.

### Experience Highlights

**Placer County, CA:** Ryan was a data analyst on this project that examined community risk and development of a standards of cover document. Key findings/ achievements of the project:

- Performed a CAD analysis that determined the current workload of all fire departments serving the County.
- Development of a phased expansion of fire services over a 10 year planning period.
- Increase of staffing to 3 person engine companies in the suburban and urban areas of the County to improve effective response force formation.

**Grants Pass, OR:** Ryan was a data analyst on this project that examined the staffing and deployment to develop a community risk and standards of cover document. Key findings/achievements include

- Increasing staffing to 3 personnel on engine companies
- Improvements in the capturing and reliability of response data
- Development of performance objectives for future growth planning.

**Role on This Engagement:** Ryan will serve as a data analytics and GIS analyst.

### Relevant Clients:

Atherton, CA  
 Bellingham, WA  
 Birmingham, AL  
 Big Bear, CA  
 Billerica, MA  
 Boston, MA  
 Butte County, CA  
 Chelsea, MA  
 Cleveland, OH  
 Coconut Creek, FL  
 Columbia, MO  
 Columbus, OH  
 Davenport, IA  
 DeKalb County, GA  
 Fort Worth, TX  
 Grants Pass, OR  
 Hennepin County, MN  
 Jefferson County, OR  
 Kauai County, HI  
 Los Angeles, CA  
 Monterey, CA  
 Newburgh, NY  
 New Rochelle, NY  
 Oshkosh, WI  
 Portland, OR  
 Raleigh, NC  
 San Jose, CA  
 Steamboat Springs, CO  
 Sterling Heights, MI  
 Westport, CT

**Years of Experience:** 9

### Education:

BS, University of Oregon, Geography  
 Certificate, Portland State University, GIS  
 Certificate of Programing, Epicodus Vocational School

### 3 Firm Qualifications

This section illustrates the qualifications of both the firm and the personnel we propose as the project team for this engagement.

#### 1. Introduction to the Matrix Consulting Group

The Matrix Consulting Group is an organizational and management consulting firm dedicated to enhancing the efficiency and effectiveness of local governments, for their employees and the citizens they serve. Key elements of our approach to working with local governments in general and fire service agencies in particular include:

- We are specialists, not generalists. Each member of our proposed project team has experience conducting scores of fire department reviews. As described later in this proposal we have conducted over 350 fire studies.
- We maximize field time with our clients, typically devoting over half of our project budgets to obtain client input through interviews and data collection.
- We take pride in exceeding expectations in every project.
- We have a strong commitment and record of providing assistance to our clients to implement appropriate solutions to organizational and management issues.
- Our corporate headquarters are in California. We also have an offices in Texas, Oregon, Massachusetts, Illinois and North Carolina. We have a public safety office in Portland where three of our proposed project team members are based. We are incorporated in the State as a foreign corporation.
- Currently, we have 18 full time and 8 part time staff.

While we provide a wide variety of services to local government, the analysis of public safety (police and fire) services is our largest service area. This is described in the following section of this proposal.

#### 2. Fire Service Analytical Experience

The firm and project team have extensive experience conducting fire and emergency

service consolidation feasibility and merger support, including the evaluation and assessment of organizational structures, asset location, financial models, and governance models. The table on the following page provides a sample of other areas where we have conducted this type of work for clients:

<b>Contract Service Evaluations</b>	<b>Feasibility Studies</b>	<b>Consolidation Analyses</b>	<b>Countywide Studies</b>
Campbell, CA	Berlin, NH	Charlottes/Albemarle, VA	Albemarle County, VA
Indio, CA	Coral Springs, FL	Cleveland Suburbs, OH	Lee County, FL
Orange County, CA	<b>Grants Pass, OR</b>	Des Moines Area, IA	Mesa County, CO
Pacific Grove, CA	Highland, CA	La Mesa/Lemon Grove, CA	Placer County, CA
Pomona, CA	Parkland, FL	Lincoln, Rhode Island	San Mateo, CA
Reno/Washoe Cty, NV	Sarasota County, FL	North Utah County, UT	Santa Clara Cty, CA
Sacramento, CA	Scottsdale, AZ	San Rafael/Marin, CA	Seminole County, FL
Seminole, FL	Sterling, IL	Saratoga/Sara. FPD, CA	Stanislaus, CA

The Matrix Consulting Group has conducted over 350 fire and emergency medical services studies. A summary of the Matrix Consulting Group’s fire and emergency medical services analytical experience in recent years is provided in the table below, including recent projects in the Oregon in **bold**:

Amesbury, Massachusetts	<b>Grants Pass, Oregon</b>	Pacific Grove, California
Anchorage, Alaska	Highland, California	Peoria, Illinois
Arlington, Texas	Hoboken, New Jersey	Plano, Texas
Augusta, Maine	Indio, California	<b>Portland, Oregon</b>
Bedford, New York	<b>Jefferson County, Oregon</b>	Pueblo, Colorado
Berlin, Maryland	Lone Peak Fire District, UT	Red Bluff, California
Bellingham, Washington	Mesa County, Colorado	Reno, Nevada
Boston, Massachusetts	Meriden, Connecticut	Sacramento, California
Canandaigua, New York	Milwaukee, Wisconsin	San Antonio, Texas
Chelsea, Massachusetts	Monrovia, California	Somerville, Massachusetts
Dinuba, California	Montpelier, Vermont	Steamboat Springs, CO
<b>Estacada, Oregon</b>	New Rochelle, New York	Westport, Connecticut
Fort Lauderdale, Florida	North Kingstown, RI	West Sacramento, California

We are also conducting a fire feasibility study for the communities of Keller and Westlake (TX) and a fire study for Sana Clara County (CA).

## 4 Work Plan and Methodology

This section of the proposal illustrates how we will address the scope of work for this project. The Project Manager is responsible for ensuring each of the major tasks are completed according to the established project timeline. Staff from the agencies will be needed during tasks to assist with gathering data and setting up interviews required for the project as well as reviewing interim deliverables at the end of each task.

### PHASE 1 – PROJECT INITIATION

#### Task 1A | Project Initiation and Development of Work Plan

In this task the project team will meet with the assigned representatives from each District to gain a full understanding of goals and expectations for this project. From these meetings, the project manager will develop a work plan illustrating:

- Tasks to be performed in the project
- Person(s) responsible for each task
- Schedule for each task objective
- Methods for evaluating results
- Resources needed to complete each task
- Possible obstacles identified for each task

#### Task 1B | Acquisition and Review of Background Information

In this portion of the task, the project team will work closely with each of the agencies to gather data, which defines their operations, goals, performance expectations and forms of governance. The types of data to be collected include, but are not limited to:

- Annual budgets for the previous 5 years, including financial plans and debts.
- Previously conducted studies for the agencies.
- Strategic plans and/or Standard of Coverage documents.
- Standard Operating Guidelines, Procedures and Administrative Policies.
- Current performance objectives and targets by community or risk.
- Local collective bargaining agreements.
- Automatic and mutual aid agreements.
- CAD data for the previous 3 years for emergency incident responses.

- Records management data, including NFIRS data.
- Local GIS data, as available.

This information will be utilized by the project team to assist in the development of an agency profile, which will serve as the factual basis for making decisions later in the project. The above steps will be conducted in conjunction with stakeholder interviews as described below.

## **Task 1C** | **Stakeholder Input**

To fully meet the core requirements of conducting this study – including evaluating current operating environment as well as short term and long-range needs and feasibility of further cooperative efforts between the Fire Districts – the project team will need to develop an in-depth understanding of attitudes towards existing service levels and the unique characteristics of programs and community protection needs in both service areas. To provide this level of understanding, the project team will accomplish the following:

- Interview members of the Board of Directors for both Districts.
- Conduct a kick-off meeting with the interagency project committee.
- Interview the leadership of the Fire Districts to obtain an initial understanding of the organization, major goals and recent trends as well as satisfaction with and improvement opportunities with the current interlocal agreement.
- Interview other stakeholders identified by the Districts who are critical in developing strong background knowledge for the study, including finance, community planning, human resources and the like.
- Initial interviews will focus on determining individual attitudes toward current fire protection service levels, programs, and community protection needs, including:
  - How services are currently funded
  - Adequacy of current funding levels and long-term funding needs.
  - Adequacy of existing service levels (e.g., response times, call results, etc.).
  - Any changes planned for staffing or capital purchases in the next five years.
  - How the intergovernmental agreement with the Clackamas Fire District #1 is functioning.
  - Issues regarding inter-relationships among other regional fire entities.

- How current budgeting and financial reporting works in the Districts.
  - Growth projections over the next five years in each service area.
- We will also collect basic documents which "define" the Fire Districts internally and externally (e.g., budgets, financial plans, goals and objectives, policies and procedures, mission statements, overcall service trends, loss statistics, past studies, community plans, zoning maps, inventories, etc.).

## PHASE RESULT

**Based on the results of these interviews and initial data collection, the project team will prepare an internal project team memo, which clearly develops the primary tasks to be performed, the persons responsible, a timeline and potential obstacles.**

## PHASE 2 – BASELINE AGENCY REVIEW

### Task 2A | Organizational Review

In order to further our understanding of service delivery and service objectives of the agencies involved in this study, the project team will collect a variety of data from each fire district to develop a descriptive profile of current operations, financing, management, staffing, station locations, apparatus and deployment plans.

This analysis will allow the project team to provide our factual understanding of the current staffing, finances and how services are provided by each agency to their service area. During this assessment we will also examine the current demand for services and workload by station response area and apparatus. We will collect and summarize the following information:

- Service area, population, geography and demographics
- Current service delivery infrastructure
- History and formation of the agency
- Governance model and organizational lines of authority and structure.
- Standard operating and foundational policies

### Task 2B | Management Components

This task will focus on examining the management structure and components for each of the Fire Districts. This analysis will include examining:

- Vision and Mission Statements, strategic planning documents, goals and objectives
- Documents related to the internal assessment of critical issues facing the agencies
- Documents related to the internal assessment of future challenges expected
- Documents describing the internal and external communications process and any external stakeholder input received
- Procedures to ensure document security and control
- Procedures to ensure proper reporting and record keeping as well as CQI process in place to ensure consistent adherence to standards
- Current information technology systems in use and any planned upgrades.

## **Task 2C** | **Capital Assets and Improvement Plan**

### **Facilities**

Stations and facilities will be evaluated based on their design and construction and how that relates to the ability of personnel to meet established performance standards. Overall, each station and facility will be observed to ensure that:

- It offers a safe place for employees to operate.
- It is compliant with codes.
- It provides adequate facilities for employees to perform their required duties.
- It is viable for conducting future operations.
- General location in relation to the risks in the service area is appropriate.
- Ability to accommodate additional personnel, apparatus and equipment.

### **Apparatus / Vehicles**

The apparatus and vehicles owned and operated by the agencies will be examined and an inventory list of existing apparatus and vehicles developed. The apparatus list will include:

- Type of apparatus
- Age and mileage/hours of operation
- Condition and current service status
- National Fire Protection Association (NFPA) compliance
- Current replacement plans in place

The future needs of each agency's service area will also be examined to determine if the current apparatus and vehicles will meet these needs.

## **Task 2D** | **Staffing and Personnel Management**

This task will focus on reviewing and documenting current staffing levels for career and volunteer personnel in the Districts. The review will examine

- Staff by classification (i.e. number and rank of command and line staff members, active volunteer firefighters, administrative staff, etc.)
- Number of volunteers in service
- Scheduling of staff by each agency.
- Incident deployment plans, including use of volunteer and career staff
- Analysis of current standard of coverage and staffing performance for incidents responded to in the previous year
- Distribution of staff for response to fire and EMS incidents
- Activity levels of personnel, including use of shift personnel to perform administrative and ancillary duties
- Analysis of utilization rates of fire and EMS companies
- Review of emergency call back procedures utilized by each agency and the historical cost associated with calling back personnel.

The project team will also examine the management systems as part of this task:

- Salaries and benefits for career personnel; any payments to volunteers
- Human resource policies and handbooks
- Job descriptions used by the Districts
- Reports and recordkeeping systems
- Disciplinary processes
- Employee assistance programs
- Recruitment and retention programs
- Promotional processes and requirements
- Health and wellness programs

## **Task 2E** | **Service Delivery and Performance**

The service levels and performance of each of the agencies will be evaluated individually as well as when operating as part of the larger regional response system or in mutual

aid/automatic aid operations. Both fire and emergency medical response capabilities will be analyzed.

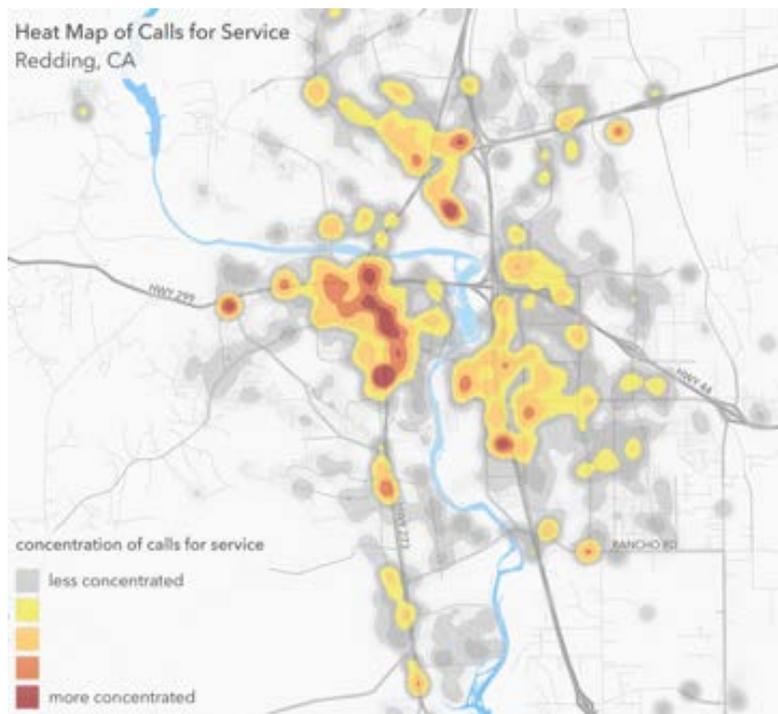
## Demand

The Computer Aided Dispatch (CAD) records and Records Management System (RMS) reports will be utilized to determine the current demand for services in each service area and in the fire incident response system area. Each service provider will be analyzed by incident type, as well as time of day and day of week service demands. Calls will be analyzed to determine:

- Call Type
- Call location
- Call frequency

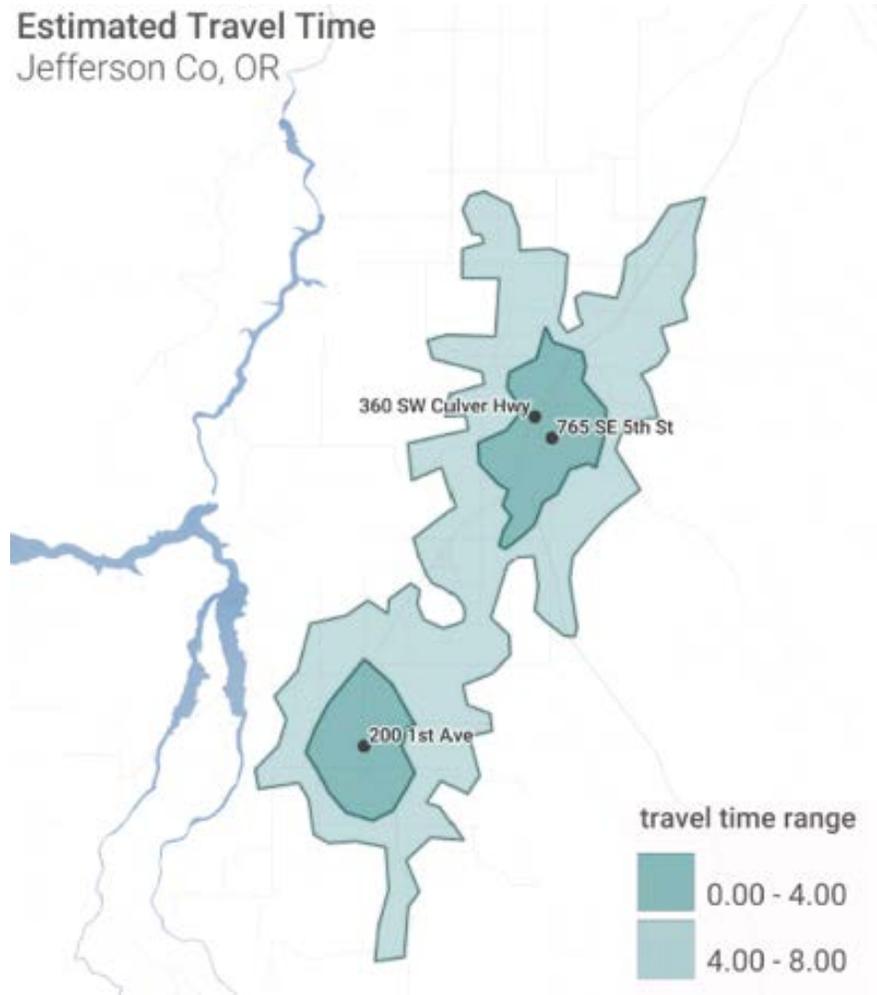
The project team will also conduct a basic risk assessment of each service area to determine if fire flows and staffing levels are able to adequately address these risks.

The service demands will be displayed geographically for each agency and the overall study area in the form of an ArcView GIS spatial analyst maps. The following map serves as an example of a demand map:



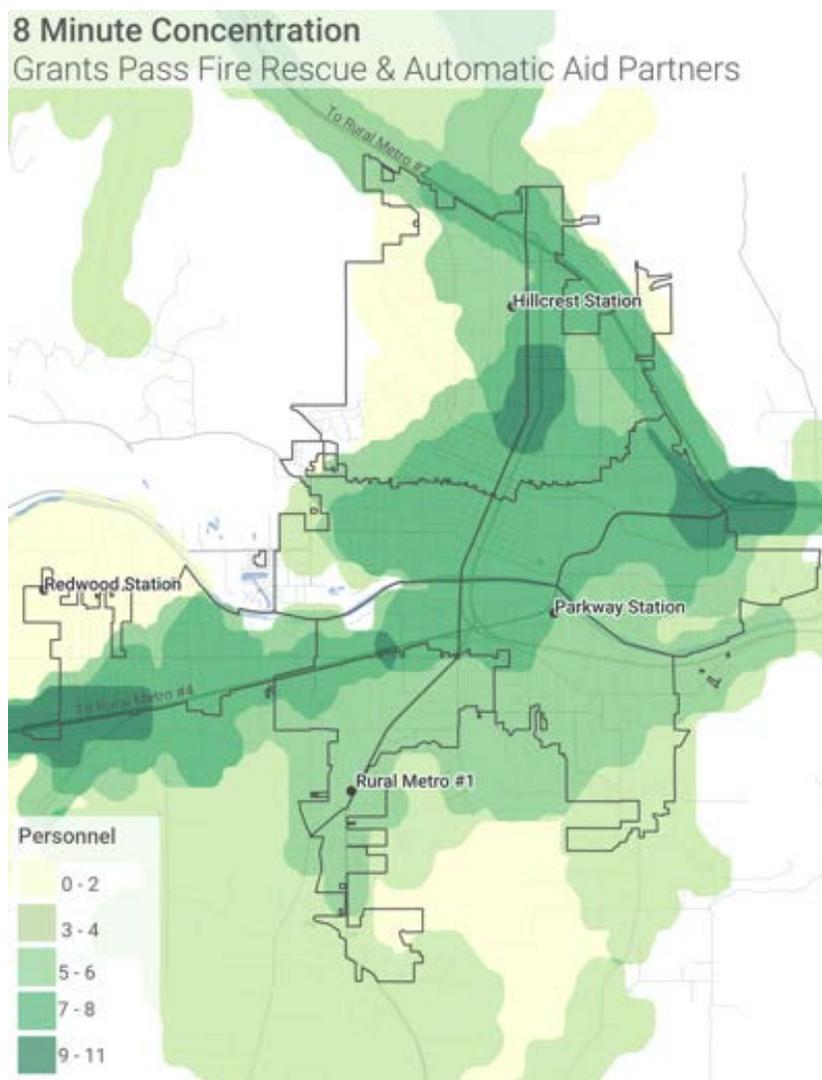
**Distribution**

The study of distribution involves locating first-due resources geographically to assure rapid deployment in minimizing and terminating emergency incidents. Existing facilities in the service area will be analyzed through the ArcView GIS software to determine the predicted effectiveness of first-due personnel in accordance with adopted service level objectives. The current 4 and 8 minute capabilities of a former client are illustrated below:



**Concentration**

The study of concentration requires an analysis of the arrangement of multiple resources, to allow an effective response force to be assembled within adopted timelines. The ability for the current system to deploy and assemble an effective response force will be evaluated in the study area. An example of a concentration study map from a prior client is included below for illustrative purposes:



## Reliability

The study of reliability uses actual incident history and data to measure the historical performance in accordance with adopted performance standards. Reliability can be determined by answering five questions:

- Are established goals of performing something within X minutes, Y percent of the time met?
- Is there sufficient depth in the system to provide coverage for calls for service?
- Are there frequent instances of multiple calls occurring simultaneously? Does this effect system performance?
- Are there predictable times when queued calls for service occur?
- Is there extra capacity in the system or within individual units?

The project team will analyze the availability of staff and current workload and utilization of each company in the service area to determine actual or estimated failure rates based on the availability of data and show the impact on the ability to deploy an effective response force based on the findings.

## **Task 2F** | **Support Programs**

The Matrix Consulting Group will review the support programs present within each of the organizations for the critical areas of training, health and wellness, life safety services and communications.

### **Training**

The training and educational resources will be examined to ensure they are structured to provide the proper education and training for the agencies to achieve their stated mission.

- Training records will be reviewed to determine the types and frequency of training provided to sworn, volunteers and civilian personnel
- Training procedures, manuals and protocols will be reviewed to ensure they are current, up to date and reflect best practices
- Training schedules will be reviewed to ensure there is both a short and long-term training plan in place
- Training facilities will be examined to ensure they effectively support the training needs of agencies in the fire incident response system.

The result of this task will be a thorough assessment of training and staff development programs.

### **Fire Prevention and Public Education**

The fire prevention/life safety services will be reviewed to ensure the agencies operate effective programs geared toward fire prevention, life safety, hazard risk reduction and the detection, reporting and control of fires and medical emergencies. The programs will be reviewed to determine:

- What fire prevention codes have been adopted
- What type of inspection programs are in place and what role suppression personnel have in the inspection program.
- What type of public education programs are provided by the agencies
- What type of pre-incident planning and hazard identification programs are in place

at the agencies

- What the agency's role is in the investigation of fires occurring in its jurisdiction. Are outside agencies used to investigate certain fires?

The result of this task will be a multi-faceted assessment of the totality of the fire prevention and development review program as it relates to the fire service.

### **Communications**

We will evaluate the emergency communications system used by each District to determine:

- Current alarm systems and communication infrastructure
- Public Safety Answering Point and Dispatch Center capabilities and procedures
- Staffing of the emergency communications center(s)
- Any funding or debt service obligations for CAD, radios or equipment.

### **Planning and Logistics**

The planning processes for each of the agencies will be reviewed to fully understand how planning is currently occurring. The planning components will be reviewed to determine:

- Is there an adequate planning process in place
- What type of tactical planning is occurring
- What types of operational planning efforts are occurring
- What is the strategic planning process, how often is the strategic plan updated
- Are there long-range plans for capital improvements or apparatus replacement?

We will also examine the practices, procedures, recordkeeping and administrative oversight for the following departments:

- Logistics
- Fleet Maintenance
- Facilities
- Human Resources
- Finance

## Emergency Management

Current emergency management programs and services will be evaluated for each district, including the program content and staffing of Emergency Management.

### Task 2G | Emergency Medical Services

The support and oversight of each District's Emergency Medical Services (EMS) will be evaluated to determine

- The logistic support provided to EMS services
- Current medical control provider and oversight
- Quality assurance/improvement programs used in EMS
- System integrity and processes to ensure proper credentialing

### Task 2H | Specialty Rescue Programs

The capabilities of each District will be evaluated regarding specialty and technical rescue services to include:

- Number of personnel and training levels
- Type of apparatus and equipment available
- System demand and historical performance of specialty rescue teams
- Certification levels and deployment of resources for specialty rescue teams.

### Task 2I | Current Cooperative Services Between SFD and CFD

The current and proposed revised Intergovernmental agreements will be evaluated to examine how shared services work currently and what proposed changes are being considered. Specifically, the cooperative service review will examine:

- Staffing of station 18 in the Eagle Creek Community in years one and two
- Command and Control services
- Fleet Services
- Training
- Evaluation and identification of gained efficiencies

The result of this phase provides an important step in understanding 'organizational cultures' and approaches to broad service delivery approaches.

### TASK RESULT

**This task will conclude in an interim project report showing the current factual understanding of each agency individually and as a whole and findings from the analysis.**

## PHASE 3 – OPPORTUNITIES FOR COOPERATIVE EFFORTS

This phase will focus on examining opportunities and the feasibility for furthering the cooperative efforts between the two Districts. The various partnering strategies will be examined to determine the best option for the Districts to pursue. These options include:

- Continuation of existing Intergovernmental Agreements (Status Quo)
- Amendments to the existing IGA's
- Operational unification through a contract for service
- Legal integration of the Districts

### Task 3A | Options for Shared Services

Each of the above options will be fully evaluated to determine the following factors:

- What level of cooperation is needed/desired
- What is the timeline to complete the integration
- What departments/divisions of the Districts are impacted
- Who are the affected stakeholders
- What are the key objectives tied to the strategy
- A summary of the strategy
- Guidance for a successful implementation
- Fiscal, economic, political and social considerations
- Any needed policy actions for implementation

### Task 3B | Fiscal Analysis

This task will focus on determining the current fiscal state of each Fire District and

determining opportunities to improve the financial resources available for providing emergency services.

The project team will use data from the Oregon State Department, Office of Economic Analysis and census data while working with finance personnel from each Fire District to develop detailed costing elements. This detailed financial information will be used as a baseline for costing any type of consolidation analyzed during the project. Any available funding mechanisms will be fully vetted for operating in the status quo as well as in a consolidated environment. The financial analysis will include:

- Comparative analysis of costs, funding and efficiencies in relation to neighboring jurisdictions
- A five-year financial forecast for each identified option
- Value assessment of any identified surplus equipment and apparatus
- Development of a fee schedule for a consolidated operation
- Revenue projections for fees and related growth in the service area
- Property type diversity/revenue stability analysis
- Identification of any short and long-term savings or costs
- Any issues identified related to the financial analysis
- Any increased costs or savings to property owners for each option
- Existing liabilities
- PERS method needed to collect any unfunded actuarial liability of the agencies.
- Funding alternatives to off set any costs such as (foundations, grants, local levy, bond measures or other governmental programs)
- Cost allocation plan for each option based on (area, assessed value, deployment, service demand, permanent rate, population or a combination of multiple variables).

### **Task 3C** | **Findings, Recommendations and Plan of Implementation**

Upon completion of the above tasks the project team will develop a list of findings related to each identified option. This will include:

- Findings related to the feasibility of each option
- The preferred option for implementation
- Any necessary policy action(s) needed by elected officials
- Timeline for completion of the preferred option
- Process issues such as strategic planning, legal considerations, governance, management, funding identified as part of the preferred option.

## TASK RESULT

**This task result in the development of governance, organizational, staffing and financial considerations for each of the options available for providing fire and EMS services in the service areas.**

## PHASE 4 – DEVELOPMENT, REVIEW AND DELIVERY OF THE REPORT

### Task 4 | Development of the Draft and Final Project Report and Presentation of Study Results

Completion of the above tasks will result in the project team developing a draft and final report to summarize the issue and study recommendations. The process will include:

- The Matrix Consulting Group will develop a detailed draft report for review and comment. The review is designed to ensure all elements required in the report have been adequately and factually addressed. The report will contain:
  - General partnering strategies to improve service delivery, efficiency and effectiveness of the Fire and EMS system between the agencies.
  - Options for shared or consolidated services to develop a regional approach for providing fire and EMS services.
  - Detailed fiscal analysis of all recommendations with budgets developed to illustrate the financial effects of any changes including transition costs, annual operating costs, long term liabilities and cost allocations.
  - Recommendations to improve the financial condition of each Fire District.
  - General partnering strategies
- All analysis, findings, issues and recommendations from the previous tasks will be utilized in the development of the draft report. As each element had already been previously reviewed, there should be no surprises in the report. The draft and final report will fully address each of the points above, an executive summary and implementation strategies and timelines for all recommendations.

Once the report has been reviewed and the final edits completed, the Matrix Consulting Group will present the findings and recommendations of the final report at a joint meeting of the community leaders and organizations included in the Feasibility Study.

**TASK RESULT**

**The draft report will be reviewed with the Fire Districts while in draft form. Once all reviews and any necessary revisions have been completed and the report is in final form, we will make three (3) formal presentations to stakeholders including staff and elected officials and if desired.**

# 5 References

The Matrix Consulting Group prides itself on providing reliable and timely services that are on budget. In fact, we have never requested additional funding for a project completed according to the agreed upon scope of work. As illustrated in the qualifications section our project team has extensive industry and professional experience and have employees that possess very high moral integrity.

The following former clients can attest to the quality of work for fire and consolidation feasibility studies recently completed by our firm.

Client	Project Summary
<p><b>Grants Pass, Oregon</b></p> <p><b>Fire District Feasibility Study</b></p> <p>Lang Johnson Deputy Chief (541) 450-6201</p>	<p>The Matrix Consulting Group was retained by the City of Grants Pass to determine the feasibility of forming an independent fire district to provide fire services to the City.</p> <p>The project team found that forming the fire district is legally allowed through Oregon Revised Statutes Chapters 198 and 478, voters would have to be petitioned to get fire district approval on a local election ballot, and economic feasibility statement would need to be developed and a petition filed with the County Clerk. The timeline for completing the process was anticipated at 12 months. The tax rate for the fire district would be a minimum of \$2.10 to ensure the current level of services could be maintained. We have also recently completed a Standard of Cover Study for Grants Pass.</p>
<p><b>Jefferson County, Oregon</b></p> <p><b>Feasibility Study</b></p> <p>Brian Huff Fire Chief (541) 475-7274</p>	<p>The Matrix Consulting Group was retained by Jefferson County to determine the feasibility of the Jefferson County Fire District #1 and the Jefferson County Emergency Medical Services District to consolidate into a single district.</p> <p>The analysis indicated that the continued rising costs of providing emergency services in the County would result in both agencies reaching a point of deficit spending in the next several years. The analysis also showed there would be an improvement in operating costs as compared to revenue in a consolidated environment and recommended seeking voter approval to consolidate the districts with a tax rate of \$2.1847 per \$1,000 in assessed value.</p>

**Estacada Rural Fire District  
No. 69**

**Estacada, Oregon**

**District Financial Review**

Matthew Silva  
Board President  
(503) 630-7702

The Matrix Consulting Group was retained by the Estacada Rural Fire District No. 69 To conduct an in-depth review of the current and projected financial condition of Fire District from both a short and long-term perspective. The study examined revenue and expenditure projections from a conservative, moderate and aggressive perspective.

The analysis showed that even with the most aggressive revenue projections and adding no additional personnel that the District would continue to be operating in a deficit mode until FY 2023. This led to the decision to pursue a feasibility study for consolidation with the Clackamas Fire District.

---

# 6 Price

The Matrix Consulting Group is proposing to conduct the Feasibility Study at a not-to-exceed cost of **\$52,000**, as described in the following table:

	<b>Project Manager</b>	<b>Senior Manager</b>	<b>Consultants</b>	<b>Cost</b>
<b>Initiation</b>	8	32	32	\$5,400
<b>Baseline Evaluation</b>	4	32	48	\$6,600
<b>Future Opportunities</b>	4	24	32	\$5,600
<b>Draft / Final Report</b>	8	32	40	\$9,800
Total Hours	36	120	152	<b>308</b>
Hourly Rate	\$200	\$185	\$125	
Total Professional Fees	\$7,200	\$22,200	\$19,000	<b>\$48,400</b>
Project Expenses				<b>\$3,600</b>
<b>Total Project Cost</b>				<b>\$52,000</b>

The optional public meetings will be charged at 2 hours each at the hourly rates of the staff member conducting the meeting as illustrated above. Actual travel expenses would also be charged for these meetings.

Our usual practice is to invoice our clients monthly for time and materials up to the total project amount. We are also amenable to alternative invoicing arrangements. We will bill for travel and any related expenses at actual cost.

## 7 Timeline

The Matrix Consulting Group proposes to conduct this assignment over a period of 20 weeks, but is committed to remain available to the agencies to assist with any issues related to the implementations of recommendations both short and long-term that are a result of this project.

The following table illustrates the project timeline as proposed:

**Proposed Project Schedule**

	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20
<b>Initiation</b>										
<b>Baseline Evaluation</b>										
<b>Future Opportunities</b>										
<b>Draft / Final Report</b>										



## COST PROPOSAL

July 27, 2021

Clackamas Fire District No. 1  
Attn: DeAnn Cordes, Logistics Manager  
15800 SE 130<sup>th</sup> Avenue  
Clackamas, OR 97015

Sandy Fire District No. 72  
Attn: Nannette Howland, Office Manager  
17460 Bruns Avenue  
Sandy, Oregon 97055

Dear Ms. Cordes and Ms. Howland:

Public Consulting Group LLC (PCG) is pleased to present the following cost proposal to the Clackamas Fire District No. 1 (CFD) and the Sandy Fire District No. 72 (SFD) for the *Sandy and Clackamas Feasibility Study* Request for Proposal (RFP).

For this engagement, PCG offers the Districts an **all-inclusive fee of \$68,500** for the complete scope of the project identified in the RFP. PCG will not seek reimbursement from the Districts for any travel and/or other administrative expenditures incurred with the services rendered in course of this agreement. The compensation payable to PCG for the services identified **shall not exceed \$68,500**. If the Districts request that PCG perform additional services that are outside of the scope of the original service agreement, PCG will request that the Districts provide authorization for payment for additional services through written request from an authorized representative.

Thank you very much for your time and consideration. For questions regarding this proposal contact **Chief Ken Riddle** at [kriddle@pcgus.com](mailto:kriddle@pcgus.com) or (702) 287-6546.

Ken Riddle, Senior Advisor  
Health Practice Area  
Public Consulting Group LLC

**ORIGINAL**

# Sandy Fire District No. 72 and Clackamas Fire District No. 1 Request for Proposal

## Feasibility Study

July 19, 2021 | 5:00 PM

Clackamas Fire District No. 1  
Attn: DeAnn Cordes, Logistics Manager  
15800 SE 130<sup>th</sup> Avenue  
Clackamas, OR 97015

Sandy Fire District No. 72  
Attn: Nannette Howland, Office Manager  
17460 Bruns Avenue  
Sandy, Oregon 97055

## TABLE OF CONTENTS

<b>LETTER OF INTEREST AND BIOS.....</b>	<b>1</b>
<b>SECTION I: QUALIFICATIONS OF THE FIRM.....</b>	<b>3</b>
<b>SECTION II: PRESENTATION OF THE PROJECT TEAM.....</b>	<b>3</b>
<b>SECTION III: PROJECT EXPERIENCE AND REFERENCES.....</b>	<b>6</b>
<b>SECTION IV: APPROACH TO THE SCOPE OF WORK.....</b>	<b>11</b>
<b>SECTION V: COST PROPOSAL.....</b>	<b>18</b>
<b>APPENDIX.....</b>	<b>19</b>
Staff Resumes.....	19



Solutions that Matter

## LETTER OF INTEREST

July 19, 2021

Clackamas Fire District No. 1  
Attn: DeAnn Cordes, Logistics Manager  
15800 SE 130<sup>th</sup> Avenue  
Clackamas, OR 97015

Sandy Fire District No. 72  
Attn: Nannette Howland, Office Manager  
17460 Bruns Avenue  
Sandy, Oregon 97055

Dear Ms. Cordes and Ms. Howland:

Public Consulting Group LLC (PCG) is pleased to present this proposal to the Clackamas Fire District No. 1 (CFD) and the Sandy Fire District No. 72 (SFD) for the *Sandy and Clackamas Feasibility Study* Request for Proposal (RFP). PCG hopes to be a trusted advisor to SFD and CFD as you seek to evaluate options for service delivery, organizational structure, and financial sustainability.

We have been delivering public providers and state agencies practical and cost-effective solutions and recommendations that matter for 35 years. We bring dedicated and experienced staff, company experience, and financial stability to perform the scope of work identified in the RFP. We are uniquely qualified to perform all services as we offer:

- **Unparalleled Knowledge of the Fire/EMS Landscape:** Our experience providing consulting and assessment services to more than 400 Fire and Emergency Medical Services (EMS) agencies across the country sets us apart. We have completed Fire/EMS assessments with providers in multiple states, at the city and county level, for urban and rural providers, and covered diverse focus areas such as feasibility studies, operational assessments, cost service analysis, dispatch efficiency studies, ambulance deployment and staffing, and more.
- **Oregon and CFD Experience:** We are proud of our partnership with fire/EMS agencies in the state of Oregon. We have been working with providers to help them improve operations, reduce costs, and maximize revenue. Since the implementation of Oregon's Ground Emergency Medical Transportation (GEMT) Supplemental Payment Program in 2018, EMS providers working with PCG have received more than \$5.8 million in additional revenue reimbursements. ***We support 15 Fire/EMS providers in the state, including Clackamas Fire District No. 1.*** Furthermore, our public safety consulting services team (PSCS) completed two projects in Oregon within the past year: the *Josephine County, Fire District Formation Analysis* and the *City of Ashland Ambulance Transporting Services Cost and Service Analysis*.
- **High-Performing Project Teams:** With more than 2,500 employees across four practice areas, we assemble project teams with the right multi-disciplinary experience to address the specific requirements of each project. Our breadth of knowledge in the fire and emergency medical services fields cover all programmatic facets. The dedicated project team includes subject matter experts (SMEs) with extensive practical fire and EMS expertise, program evaluation, financial management, data analysis, and project management experience.

Retired Fire Chief Ken Riddle, a 30-year fire/EMS veteran, will be the Project Advisor responsible for overseeing the Sandy and Clackamas feasibility study. Chief Riddle understands the unique challenges in administering and delivering fire and EMS services to the public. He has a diverse background in both public and private sector emergency service delivery, fire/EMS involvement at the national level with the International Association of Fire Chiefs (IAFC) and National Fire

Protection Association and has provided fire and EMS consulting services over the past 25 years. Assisting Chief Riddle will be retired Fire Chief Charles Hurley, a 38-year veteran fire service professional. He currently resides in Salem where he grew up and started his fire service career in 1978. Chief Hurley was instrumental in the development of the report and recommendations for the Josephine County and City of Ashland projects. Project Manager Alina Coffman will coordinate daily project activities and communication. Alina has been managing high-stakes projects with local and state agencies for over fifteen years and earned her Project Management Professional (PMP) certification from the Project Management Institute. Professional biographies for our team are included in the pages that follow.

The principal point of contact for this engagement is Fire Chief, (Ret.) Ken Riddle, he can be reached at or [kriddle@pcgus.com](mailto:kriddle@pcgus.com) or (702)287-6546 for clarification regarding our response. We greatly appreciate the opportunity to respond to this important initiative and look forward to your review of our proposal.

Sincerely,

Matthew Sorrentino  
Manager, Health Practice Area  
Public Consulting Group LLC

## Key Staff Bios

### **Ken Riddle, Project Advisor**

Chief Ken Riddle has more than four decades of experience in EMS and fire services. He retired from the Las Vegas Department of Fire & Rescue (LVF&R) after 28 years of service. He served as the Assistant Fire Chief and the Deputy Fire Chief of every division including the Operations Division, Emergency Medical Services Division, Support Services Division, and the Fire Prevention Division, where he served as the Fire Marshal. While serving in those positions, he designed and developed several major programs, including a comprehensive in-house firefighter health and wellness program, and a fire-based EMS ambulance transport service. Chief Riddle has served as the Executive Director of the Nevada Fire Chiefs since 2007 and was responsible for overseeing the development and implementation of Nevada's Medicaid supplemental ambulance payments under their GEMT program.

Chief Riddle has been extremely active in national fire and EMS issues since 1992, serving as an elected officer on the Executive Committee for the International Association of Fire Chief's (IAFC) EMS Section including the chairman of the Section and as the International Director for EMS on the IAFC Board of Directors. He also served as the President of the Southern Nevada Fire Chiefs Association.

### **Charles Hurley, Lead Subject Matter Expert**

Chief Charles Hurley is a seasoned fifth generation fire service professional with over 38 years of experience. Tested and proven public safety leader with 20-years' experience as a Senior Chief Fire Officer eight of which are as Fire Chief, Emergency/Risk Manager, Personnel Officer and Labor Relations Negotiator. Well-rounded knowledge, skills, abilities and experience in: Fire Suppression, Prevention, Community Risk Reduction, Fuels Management, EMS (Public and Private), Hazardous Materials, Urban Search & Rescue, Swift/Flood Water Rescue, Wildland/Urban Interface, and Emergency Management operations at the State and local government levels during major disasters.

### **Alina Coffman, Project Manager**

Alina Coffman has over 15 years' experience working with public sector clients at the state, regional, and local level. She's led projects to implement technical solutions, developed processes to improve efficiencies, and provided technical assistance, consulting, and training services. Alina has earned her Project Management Professional (PMP) certification from the Project Management Institute. As project director, she oversees all public safety consulting projects. She is the project manager for the Zionsville strategic planning project and the Travis County ESD2 studies. Alina also works with EMS providers in IA and FL to facilitate the Medicaid cost reporting process and provide audit support.

## SECTION I: QUALIFICATIONS OF THE FIRM

*Availability and capability to perform the needed services described in this RFQ.*

### Our Mission – Empowering Public Sector Clients to Improve Services

At Public Consulting Group LLC (PCG), we believe in the power of the public sector and we provide local/county organizations and state agencies with practical and cost-effective recommendations and solutions that matter. We empower public sector health, EMS/fire, education, and human services organizations to make measurable improvements to their performances and processes. Our public sector focus means we have a deep understanding of the challenges our clients face—from economic constraints to demographic shifts to regulatory changes—and what it takes to surmount them.

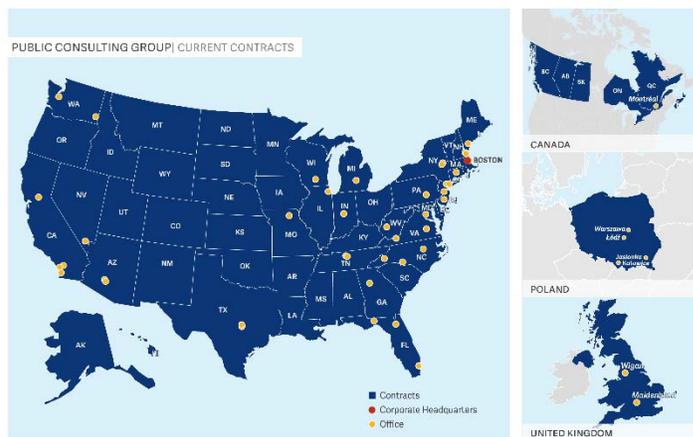
#### PCG Snapshot

- Founded in 1986 – 35 years in business.
- Headquartered in Boston, Massachusetts.
- Experience in 50 states, 6 Canadian provinces, and Europe.
- Current contracts in 50 states.
- 2,000 open contracts at any point in time.
- 2,500+ employees and staff in 45 offices.

For more than three decades, we have:

- ▶ Helped our clients maximize resources;
- ▶ Contained or cut costs;
- ▶ Optimized client outcomes;
- ▶ Make better management decisions;
- ▶ Improved federal and state compliance;
- ▶ streamline business processes; and
- ▶ Implement and improve their technology solutions.

Because PCG has dedicated itself almost exclusively to the public sector, the firm has developed a deep understanding of the legal and regulatory requirements as well as fiscal constraints that often dictate a public agency’s ability to meet the needs of the populations it serves. As a result, we have established a diverse service offering to support our clients. *Figure 1* below shows our current global footprint.



**Figure 1: PCG'S Global Footprint.**

#### Our Corporate Structure

PCG is a privately held Delaware Limited Liability Company managed through four designated practice areas, each of which is run by a Practice Area Director (PAD) who maintains responsibility, accountability, and authority for overall project management, client relations, and business development. Practice areas include Health, Human Services, Education, and Technology Consulting. These practice areas are supported by a corporate infrastructure that includes various administrative departments.

### PCG Health Services

The PCG Health Practice Area helps both state and municipal health agencies respond optimally to reform initiatives, restructure service delivery systems to best respond to regulatory change, maximize program revenue, and achieve regulatory compliance. The practice area uses industry best practices to help organizations deliver quality services with constrained resources, offering expertise in strategy and finance, revenue cycle management, and payer support services. PCG Health is a recognized leader in health care reform and health benefits exchange consulting, a leading provider of revenue enhancement, rate setting, and cost settlement services, and a leading provider of health care expense management services.

PCG Health's services range across three Centers of Excellence: Health Care Financing Solutions; Health Innovation, Policy & Information Technology; and Payer Services. For the scope of services set forth in this proposal request, PCG will rely on the expertise from the Health Practice Area's Health Care Financial Solutions (HCFS) Team that houses the *Public Safety Consulting Services (PSCS)* unit. Our team includes former Fire and EMS chiefs with deep subject matter and practical expertise with local, county, state, Federal and even private fire service organizations. Our project engagement teams are also comprised of project management professionals as well as data and financial analysis experts who work together to carry out the scope of work. PCG staff have conducted studies and implemented projects focusing on:

- ▶ Service delivery and performance assessments
- ▶ Feasibility analysis
- ▶ Review and analysis of emergency response plans
- ▶ Strategic/Master Plan development
- ▶ Standards of cover and staffing analysis
- ▶ Operational assessments
- ▶ 9-1-1 Communications Center evaluations
- ▶ Fire and EMS service delivery costs
- ▶ Training needs evaluation and design
- ▶ Community risk reduction programs
- ▶ Community engagement
- ▶ Quality improvement
- ▶ Strategic planning
- ▶ Fire station location studies
- ▶ Fire protection assessment
- ▶ Ambulance revenue enhancement

## SECTION II: PRESENTATION OF THE PROJECT TEAM

1. *The consultant team members shall be the identified and dedicated members for the project, accompanied by professional biographies for each.*
- 2b. *Staff experience and expertise with similar projects.*
- 2e. *Ability to synthesize information and clearly communicate orally and in writing.*

### Highly Qualified Project Team

PCG brings the right combination of skills and experience to ensure a successful engagement. The PCG project team brings hands-on expertise in the critical areas of Fire and EMS operations that matter most to the Clackamas and Sandy Fire Districts. Our well-rounded project team has experience in all aspects of the fire and emergency services arena and includes former fire chiefs who provide real-world expertise and practical knowledge, provision of public fire and EMS delivery, as well as support from our data and fiscal analysis and project management teams.

Our dedicated PCG team has specific experience in the State of Oregon. From conducting Fire and EMS studies, supporting providers with the GEMT cost reports, and as well as a subject matter expert with practical experience working as executive level chief officers at the local, county, state, federal and private fire and EMS agencies. Our **Lead Subject Matter Expert (SME), Charles Hurley**, is an Oregon resident who started his 38-year fire service career as a volunteer/sleeper with the North Bend Fire Department in 1978. Chief Hurley is a 5th generation firefighter with family roots deep in the Oregon Fire Service. His firsthand knowledge of Oregon’s fire service programs and culture have proved invaluable on two recent project engagements in Oregon, Josephine County and City of Ashland, Fire & Rescue.

Retired **Deputy Chief Ken Riddle, Senior Project Advisor**, will provide leadership and direction to successfully address the scope of work, along with subject matter expertise.

**Project Manager, Alina Coffman**, will coordinate daily project activities and communication. **Miles Brown, the current client lead** for Clackamas FD#1 cost reporting, will provide data analysis and valuable project support with additional assistance from our Data Management and Operations Team (DMOT).

*We firmly believe that the strength, skills, and experience of our team sets us apart from other consulting firms. Table 1* below showcases the qualifications and related experience of our project team; full resumes of each team member are available in the appendix.

Proposed Project Team Qualifications and Related Experience	
Name	Qualifications and Related Experience
<b>Alina Coffman, Project Manager</b>	<p>More than 15 years’ experience managing projects, working with federal, state, and local entities. Project Manager for Fire/EMS consulting and feasibility studies. Experience working coordinating complex projects and high-stakes projects with multiple stakeholders, and collecting public input via forums and surveys, and managing day-to-day operations. Main liaison; provides regular project status updates and risk mitigation.</p> <p><u>Clients:</u> Alina serves as Project Advisor on all public safety consulting projects. Project Manager for Town of Zionsville Strategic Plan and Travis County ESD2 projects. She also managed the Placentia Fire and Life Safety Department implementation and the Fire/EMS feasibility study for the Pueblo of Sandia in New Mexico, as well as the City of Austin dispatch equity and optimization study. Works with EMS providers in FL and IA to facilitate the Medicaid cost reporting process and provide audit support.</p> <p><u>Oregon Experience:</u> Served as Project Manager for the Fire District Formation Analysis in Josephine County and for the City of Ashland Fire &amp; Rescue, Ambulance Transport Qualitative and Quantitative Analysis</p> <p><u>Certifications and Training:</u></p> <p>Project Management Professional (PMP)</p> <p>Master of Public Affairs, The University of Texas at Austin</p>

Proposed Project Team Qualifications and Related Experience	
Name	Qualifications and Related Experience
<b>Ken Riddle, Project Advisor</b>	<p>Ken Riddle served 28 years with the City of Las Vegas Fire &amp; Rescue and managed every division in the department. Chief Riddle has over 25 years' experience providing consulting for Fire/EMS agencies.</p> <p><u>Clients:</u> Provides subject matter expertise for all Fire/EMS projects. Provided consulting services for over 50 clients prior to joining PCG.</p> <p><u>Oregon Experience:</u> Served as Project Senior Advisor for the Fire District Formation Analysis in Josephine County and for the City of Ashland Fire &amp; Rescue, Ambulance Transport Qualitative and Quantitative Analysis</p> <p><u>Certifications, Training, and Associations:</u></p> <p>IAFC EMS Section Board Member: 1993 – 2006                      National Fire Academy, Emmitsburg, MD                      Executive Fire Officer (EFO) Program, 1995 – 1999                      Clark County Community College, North Las Vegas, NV                      Associates of Applied Science – Fire Service Management, 1982 – 1986                      Paramedic certification 20 years                      Over 100 certifications, including instructor-level certifications related to Fire/EMS</p>
<b>Charles Hurley, Lead Subject Matter Expert</b>	<p>Subject Matter Expert and Project Manager for Fire, EMS, Urban Search &amp; Rescue, Swift/Flood Water Rescue, Hazardous Materials response, and program management as well as Emergency Management and Hazard Mitigation Plan development.</p> <p><u>Clients:</u> Provides subject matter expertise for all Fire/EMS projects including recent projects such as Coconut Creek, Cache County, Toole County, Josephine County, City of Ashland, Travis County Emergency Services District, and City of Austin studies.</p> <p>Served as a Deputy Chief of Special Operations for the California Governor's Office of Emergency Services, Fire &amp; Rescue Division, Fire Chief for City of Oroville and Fire Chief for NASA-Jet Propulsion Laboratory</p> <p><u>Certifications and Training:</u></p> <p>West Point Leadership Academy, Los Angeles Fire Department, 08/2014                      University of Maryland, MFRI, National Staff &amp; Command Course, 2002                      National Fire Academy, Executive Fire Officer Program, Advanced Fire Administration, Political &amp; Legal Foundations of Fire Protection, Training Program Management, ISO/HSO Train-the-Trainer                      Chief Fire Officer Certification, California State Fire Marshal, 2/2012                      Connecticut State Fire Marshal, Certified Fire Investigator, HazMat Inspector                      Nevada State Fire Marshal, Company Officer-I/II, Hazmat Specialist FF-I/II                      California State Fire Marshal, Firefighter-I/II, Hazmat Specialist                      National Registry of EMT's, EMT-Paramedic, Certified Flight Medic                      CSTI Certified Instructor                      IAFF Master Instructor, Hazardous Materials (1993 – 2002)                      USAF ARFF Certified Firefighter &amp; Firefighter/Rescueman</p>
<b>Miles Brown, Data Analyst</b>	<p>Miles Brown, a Consultant in our Denver, Colorado office, serves as financial analyst on several projects that support state and local health agencies in improving their fiscal operations. Mr. Brown contributes to revenue maximization engagements for governmental ambulance service providers participating in the Oregon Ground Emergency Medical Transportation (GEMT) Program, Texas Ambulance Supplemental Payment Program (ASPP), Colorado EMS Supplemental Payment, and the Iowa GEMT Program. He works closely with some of the State's largest providers, assisting with the preparation of annual cost reports and other key deliverables.</p> <p><u>Health Authority, State of Oregon, GEMT Program (July 2019 – Present):</u> Cost Reporting Lead Works with local emergency services providers to complete the cost reports in compliance with the EMS Medicaid supplemental payment program, conducts desk reviews, and calculates the final settlements along with variance analyses. Responsible for all day-to-day communication, data collection and analysis, and cost report preparation and submission, including facilitating the cost reporting process for Clackamas Fire District #1.</p>

**Table 1: Project Team Qualifications**

## Commitment to Successfully Perform the Scope of Work

### *Our Ability to Deliver*

**PCG has the financial stability, resource depth, and strategic expertise to deliver—we commit to performing the scope of work effectively, on-time, and with the highest level of quality.** Our project success is based on our dedicated and well-rounded team of fire, EMS, and emergency management professionals supported by lead subject matter experts from across the country, including the State of Oregon. **Alina Coffman, our certified project manager**, has over 15 years of project management experience and will employ PCG's quality control processes. Our process is designed to ensure that actual project performance will meet or exceed that of anticipated project performance in terms of time, cost, and deliverables.

You can count on PCG to:

- ***Be a Trusted Partner.*** We build long-lasting partnerships as a result of our high customer satisfaction and diverse areas of expertise. We provide support and add value to our clients beyond initial engagement.
- ***Develop Innovative Solutions.*** Staff are engaged in research and application of knowledge, industry standards, best practices, legislation, and new technologies, with a pulse on the national and international trends.
- ***Bring the Right Education and Experience.*** We build project teams with the right combination of operational, financial, data analysis, and project management expertise.

### *Dedicating Resources and Meeting Project Obligations*

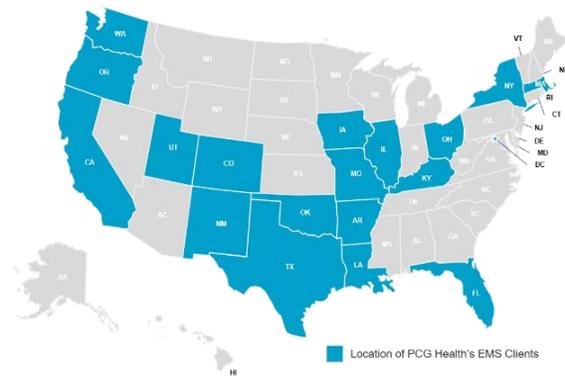
We spend the time up front planning and understanding project goals to assemble a team with the right expertise. Our detailed project plan that ensures proper allocation of resources and reasonable timelines. PCG will regularly review progress, tasks, and deliverables to verify that the project stays on track and meets standards agreed upon by PCG and both Districts.

## SECTION III: PROJECT EXPERIENCE AND REFERENCES

*2e. Ability to successfully complete similar services on time and within budget, including Proposer's record of satisfactory performance and references.*

Public Consulting Group LLL (PCG) addresses problems with solutions that matter. **We work with more than 400 individual fire/EMS providers across the country.** The individuals proposed to work on this engagement have specific expertise and experience directly related to providing operational consulting services, cost reporting, data analysis, feasibility studies, and program development and implementation.

PCG is excited to outline our consulting experience conducting comprehensive analysis and assessment studies to develop reports and recommendations to improve service delivery and operations. We highlight specific sample projects that showcase our relevant experience. PCG is currently working on and have completed several recent consulting projects that have prepared us to successfully accomplish the scope of work for this RFQ, including Josephine County, Fire District Feasibility Study and the City of Ashland Fire & Rescue Ambulance Transporting Services Cost and Service Analysis. We also bring relevant experience conducting cost of service analysis, rate studies, as well as revenue maximization experience that equip our experts with insight to facilitate the cost analysis for both Fire and EMS agencies and provide recommendations to reduce costs and maximize revenue.



**Figure 2: PCG's Fire/EMS Footprint.**

Our dedicated team brings a solid understanding of the operational challenges facing cities and counties to ensure the quality and effectiveness of their fire and EMS response operations. As shown in **Figure 2** above, **we have a strong footprint serving agencies across the country, including local EMS and fire organizations in the state of Oregon.**

## Working with Fire/EMS Providers in the State of Oregon

### City of Ashland, Oregon

PCG was awarded a contract by the City of Ashland to conduct both a quantitative (Fiscal) and qualitative (Operational) analysis of the Ashland Fire & Rescue ALS Ambulance Transport program. The Ashland City Council commissioned the study to determine if they should discontinue funding this service in the AF&R budget or would discontinuing the service prove to be detrimental to the operations of the department and the community. PCG's final report included in-depth financial analysis including revenue and expenditure projections through 2035.

- ▶ Analysis of the impact staffing reductions would have on the Ashland PPC rating provided by ISO.
- ▶ Analysis of collateral impact to neighboring fire districts if AFD reduced staffing.
- ▶ Benchmarking of NFPA-1710 in relationship to AF&R staffing profile.
- ▶ Recommendations on revenue enhancements.
- ▶ Recommendations on expenditure reductions/cost savings.
- ▶ CAD Analysis including call density and analysis of concurrent incidents.
- ▶ Recommendations on current and future AF&R staffing.



### Josephine County, Oregon

PCG was awarded a contract in Josephine County to conduct a feasibility study to determine the best option to provide county-wide fire services. Oregon law allows several options for counties to provide fire protection and fire prevention services. PCG analyzed all seven available options for establishing a rural fire district and conducted a comprehensive analysis of the unprotected areas. PCG analyzed the private fire service provider's administrative and operational effectiveness. The final report of findings included five recommendations for the Josephine County Board of County Commissioners to consider for resolving critical fire protection needs for both structural and wildland response services as well as recommendations on funding options.

PCG's participation in this effort will help the county resolve a six-decade old problem with solutions that can be enacted in months.

- ▶ Analysis of 330 square mile area of county deemed as "unprotected areas" by State Fire Marshal and Oregon Department of Forestry.
- ▶ Analysis of private, for-profit fire service providers.
- ▶ Analysis of minimum standards for private fire service providers.
- ▶ Analysis of seven options provided under Oregon Revised Statutes for the formation of a local fire district and rural fire protection district.
- ▶ Analysis of fire hazard severity conditions in Josephine County Wildland Urban Interface.
- ▶ Analysis of multi-jurisdictional fire and rescue mutual aid and automatic aid response system.
- ▶ Development of community input survey.
- ▶ Findings and recommendations for improvement of county-wide fire protection services.

### Oregon GEMT Program Experience

We are proud of our partnership with fire/EMS agencies in the state of Oregon. We have been working with providers to help them improve operations, reduce costs, and maximize revenue. PCG is the lead vendor assisting Oregon's EMS providers in program implementation and preparation of cost reports for Ground Emergency Medical Transportation (GEMT) Program. Since the implementation of the program in 2018, EMS providers working with PCG have received **more than \$5.8 million in additional revenue** reimbursements. **We support 15 Fire/EMS providers in the state, including Clackamas Fire District No. 1.**

Our local, successful Oregon engagements are a testament to our passion for getting results for our clients. Our project team has extensive experience working with providers in the state of Oregon and understand the unique challenges and cultural context of working with Fire/EMS providers in the state. We bring a strong relationship with the State of Oregon Health Authority, and the experience of being the national leader in Emergency Medical Service (EMS) revenue maximization projects. We draw on each of these strengths to continuously deepen our experience with Oregon's program from cost reporting trends to

nationwide best practices. **We translate cost reporting expertise, which involves detailed financial and computer-aided dispatch (CAD) data analysis to our consulting project work.**

### Recent Fire/EMS Assessment Studies

**Table 2** below demonstrates the diversity of our recent Fire/EMS consulting projects that involve operational analysis, financial analysis, CAD analysis to successfully develop recommendations for our clients.

Current and Completed Fire/EMS Consulting Projects	
Client	Project Scope
Town of Zionsville, IN	<p><b>Fire Department Strategic Plan</b></p> <p>PCG is currently working alongside the Town of Zionsville to develop a Fire Department Strategic Plan and is performing organizational and operational analysis of the Town's Fire Department including internal and external stakeholder interviews, SCOT analysis, evaluation of system policies and protocols, cost analysis, and more. Recommendations made based on this analysis will allow the Town to respond to and maintain their services in conjunction with projected growth for the area.</p>
Travis County Emergency Services District No. 2 Pflugerville, TX	<p><b>District Strategic Plan</b></p> <p>PCG is presently performing a comprehensive update to the District's Strategic Plan. As part of this update, PCG is reviewing the District's current Standards of Cover assessment, department vision, mission, and values statements, and performance measures to make recommendations on changes to determine a long-term vision for the District and initiate a tactical plan to implement the recommended strategies. Analysis includes critical issues and service gaps, fire station locations and trigger points for new stations, and all data and information needed to support the initiatives that will be proposed in the final Strategic Plan.</p>
City of Coconut Creek, FL	<p><b>Transitional Study for Fire and EMS Services</b></p> <p>Conducted a transitional study and proposed options to the City of Coconut Creek based our analysis to allow the City to establish a fire and EMS delivery system that provides an equal or better level of service in a cost-efficient manner compared to the current system provided by the City of Margate. PCG's fire department options focused on comprehensive community risk reduction activities and community engagement programs.</p>
Travis County Emergency Services District No. 2 Pflugerville, TX	<p><b>Dispatch Optimization and Feasibility Study</b></p> <p>PCG is conducting a comprehensive review of the cost, performance efficiency, and optimization of TCESD2's current dispatch services for Fire and EMS response. As part of this review, analysis includes dispatch performance, resource utilization on responses, user experience and feedback on dispatch needs, performance, and service. When completed, recommendations concerning cost for alternative dispatch services will be made to the District to improve performance and efficiency.</p>
City of Ashland, OR	<p><b>Ambulance Transporting Services Cost and Service Analysis</b></p> <p>Conducted a detailed quantitative (financial) and qualitative (operational) analysis of the ambulance transport services provided by Ashland Fire &amp; Rescue (AF&amp;R). The goal of the study was for to PCG analyze expenditures and revenue data to understand the financial costs and benefits of operating an ambulance services, and to conduct a qualitative analysis to evaluate the impacts if ambulance services were discontinued. The PCG team provided financial data and results of the operational analysis to help the City determine the future of its ambulance operations.</p>
Jefferson Parish, LA	<p><b>Feasibility Study and Report Relative to the Provisions of Public Emergency Medical Services (EMS) within and for Jefferson Parish Hospital District No. 1 and No. 2</b></p> <p>PCG is conducting a comprehensive assessment of the needs and costs associated with establishing a new EMS agency in Jefferson Parish. This analysis includes identifying start-up costs, administrative and operational analysis, as well as implementation timelines, staffing, training, equipment and facilities, EMS delivery, and dispatch services. PCG will also identify potential revenue sources available.</p>

Current and Completed Fire/EMS Consulting Projects	
Client	Project Scope
<b>City of Austin, TX</b>	<b>Dispatch and Equity Optimization Efficiency Study</b> PCG interviewed City of Austin and Travis County staff and other relevant stakeholders, collected data, and conducted research to obtain a comprehensive understanding of the City’s dispatch and emergency response, operations, challenges, needs, and opportunities for improving equity, promoting efficiency, reducing costs, and increasing quality of services.
<b>Josephine County, OR</b>	<b>Consulting Services for Fire Protection</b> The PCG project team was contracted to assist Josephine County in the planning and development of a permanent system for the delivery of critical fire prevention and suppression services for unprotected areas of the County. Structural fire protection is provided by for-profit, private fire companies that sell their services through subscriptions in areas of the County. PCG proposed the development of a fire protection district.
<b>Pueblo of Sandia, NM</b>	<b>Fire/EMS Feasibility Study</b> PCG conducted a needs assessment for the Pueblo and its enterprises to identify the appropriate type and level of Fire/EMS services required to meet current and future needs given the growth of the Pueblo. PCG provided a comprehensive set of fire and EMS service delivery options for the Pueblo of Sandia to have reliable services and control over the quality of EMS that residents and visitors receive.
<b>Cache County, UT</b>	<b>Fire and Emergency Medical Services Study</b> PCG completed a review of the EMS system, including an evaluation of the existing inter-local agreement and consideration of changes to that system. Work also included a full assessment of the potential advantages and disadvantages of a combined Cache County Fire District and CCEMS system.

**Table 2: Current and Completed Fire/EMS Consulting Projects**

**References**

PCG works with our clients in mind. We are proud to highlight four references that showcase the quality of work, customer service, and value we bring to our clients. We help clients achieve better outcomes, reduce costs, and improve operational efficiency. PCG is proud to provide the following references to the Districts.

Reference 1: City of Ashland Ambulance Transporting Services Cost and Service Analysis	
<b>Agency</b>	City of Ashland, OR
<b>Project</b>	Ambulance Transporting Services – Cost and Service Analysis
<b>Dates</b>	January 2021 – June 2021
<b>Services Provided</b>	PCG conducted a detailed quantitative (financial) and qualitative (operational) analysis of the ambulance transport services provided by Ashland Fire & Rescue (AF&R). The City wanted to know the impact from discontinuing ambulances related to AF&R staffing. To complete the study, PCG analyzed expenditures and revenue data to understand the financial costs and benefits of operating an ambulance service. A qualitative analysis was conducted to evaluate the impacts if ambulance services were discontinued. Additional revenue sources were identified as well as other enhancements to improve service delivery. The results of this analysis will help the City to determine the future of its ambulance operations.
<b>Contact</b>	Ralf Sartain, Fire Chief (541)301-8872 ralph.sartain@ashland.or.us

Reference 2: Josephine County Consulting Services for Fire Protection	
<b>Agency</b>	Josephine County, OR
<b>Project</b>	Consulting Services for Fire Protection
<b>Dates</b>	March – October 2020

<b>Services Provided</b>	PCG was awarded a contract in Josephine County to conduct a feasibility study to determine the best option to provide countywide fire services. Oregon law allows several options for counties to provide fire protection and fire prevention services. PCG analyzed all available options for establishing a rural fire district and conducted a comprehensive analysis of the unprotected areas. PCG analyzed the private fire service provider’s administrative and operational effectiveness. The final report included recommendations for the Josephine County Board of County Commissioners to consider for resolving critical fire protection needs for both structural and wildland response services as well as recommendations on funding options. PCG’s participation in this effort will help the county resolve a six-decade old problem with solutions that can be enacted in months.
<b>Contact</b>	Darin Fowler Josephine County Commissioner-Chairperson 541-474-5221 dfowler@co.josephine.or.us

<b>Reference 3: Coconut Creek Transitional Study for Fire and EMS Services</b>	
<b>Agency</b>	City of Coconut Creek (CA)
<b>Project</b>	Transitional Study for Fire and EMS Services
<b>Date of Performance</b>	December 2019 – October 2020
<b>Services Provided</b>	Conducted a transitional study and proposed options to the City of Coconut Creek based on our analysis that would allow the City to establish a fire and EMS delivery system that provides an equal or better level of service in a cost-efficient manner compared to the current system. PCG’s fire department options focused on comprehensive community risk reduction activities and community engagement programs to enhance community and firefighter safety. The options and recommendations for the City fire department will meet and exceed local, state, and national industry standards.
<b>Contact</b>	Jeffery Gary, Fire Marshal (954) 895-5061 JGary@coconutcreek.net

## SECTION IV: APPROACH TO THE SCOPE OF WORK

*2d. Project understanding.*

*2f. Description of proposed interactions with Fire District staff, Boards, and community.*

*2g. Understanding of an approach to the respective project communities. Ability to make site visits to both Fire Districts facilities.*

### Addressing Scope of Work

At Public Consulting Group LLC (PCG), we are passionate about getting results for our clients. Because we know that in the public sector, good results mean healthy, empowered, and successful individuals and communities. PCG understands that both Sandy and Clackamas fire districts weathered the unprecedented events of 2020 that included not just the pandemic and the single worst fire season in Oregon's history but also the unsuccessful attempt to merge Clackamas and Estacada Fire Districts. Our consultants will conduct analysis of the processes followed by the departments to help determine which elements of the process contributed to the voters rejecting this effort. **These lessons learned will help guide future processes and aid in achieving successful outcomes.**

To achieve this goal, we recommend meeting with both districts stakeholders to better understand:

- ▶ Political, economic, cultural, and environmental context facing each district.
- ▶ Current fire/EMS service delivery and performance.
- ▶ Organizational and operations assessments.
- ▶ Financial analysis.
- ▶ Review of capital assets and capital improvement program.
- ▶ Staffing analysis.
- ▶ Fire/EMS station locations; and
- ▶ Adherence to national, state, and local standards, laws, regulations, and guidelines.

### Implementation Approach

To carry out the scope of work, we propose an inclusive process that:

- ▶ Incorporates input from local stakeholders.
- ▶ Considers applicable Fire and EMS standards.
- ▶ Considers local, state, and federal guidelines and regulations; and
- ▶ Promotes best practices in the field of Fire and EMS service delivery.

We will dedicate time to interview leadership and department staff from both districts as well as other key stakeholders from the communities both districts serve. The PCG team will also collect data from a variety of sources and conduct research to obtain a comprehensive understanding of the current needs, challenges, and identify realistic options. Based on the initial data collection and analysis, we will provide practical recommendations for improved outcomes related to Fire and EMS service delivery and performance, cost efficiency, as well as cost/benefit analysis and information to help both fire districts make decisions regarding the future of emergency services delivery.

*PCG provided **open, transparent, unbiased analysis**, and presented data-driven findings and recommendation options to **successfully facilitate the County's decision-making process and action planning.***

*Feedback from Darin Fowler,  
Chair of the Josephine County Commission*

The project will be approached in a series of four phases as detailed in the RFQ Scope of Work. We review each of these in detail on the pages that follow and have included a schedule of work below. The total time needed to complete this project from the kick-off meeting to the delivery of the draft report is estimated to be about four months from the receipt of data (120-days). As part of kick-off initiatives, a detailed project schedule will be developed and refined to incorporate input from both fire districts and align with desired timelines. **Our local lead SME, Chief Charles Hurley resides in Salem and is available to conduct on-site work** (following COVID-19 guidelines).

## **Phase I: Project Initiation**

### **Phase 1: Task 1-A: Project Work Plan**

PCG initiates every engagement with a project kick-off meeting between our project team and a team of client representatives.

The initial kick-off meeting for this project will include the PCG project team, and representatives from the SFD and CFD. District officials may also designate other participants as they deem appropriate. Together, we will review and confirm project scope of work, anticipated deliverables, review proposed approach as well as the detailed project work schedule, and discuss next steps and other logistics. PCG will seek to gain an understanding of the needs, current and future challenges, and other concerns from the perspective of the designated officials and key stakeholders, both internal and external who will provide information, data, and realistic timelines for task assignment completion.

At this time, the PCG team may request information relevant to this effort such as district response activity records, maps, GIS information, any district planning documents to include capital improvement plans, and other information pertinent to this study.

As part of the kick-off, we will work with leadership from both districts to develop a communication plan to facilitate ongoing communication, coordination, collaboration, and project management between all parties. The plan will identify and provide contact information for all district stakeholders (internal and external), define meeting/periodic status reporting requirements, and other communication needs. PCG will provide one project manager as designated point of contact (POC) and request that both districts designate a POC for all correspondence and requests. The POC will also be the person who receives and distributes, as appropriate, copies of the draft and final assessment report.

### **Phase I: Task 1-B: Data Collection**

The PCG team will conduct stakeholder interviews and collect all relevant data to ensure a thorough understanding and comprehensive analysis of key operational, structural, economic, policy, and political challenges as well as opportunities. Interview topics and data collected from the districts will focus on addressing the requested services, including, but not limited to:

- ▶ **Reviewing current condition** – PCG reviews the organizational structure which will include a deep-dive into the current Intergovernmental Agreements (IGAs) between the two districts, labor agreements, district and department policies and procedures, comprehensive analysis of both district budgets and funding sources for both current and future conditions.
- ▶ **Reviewing call volume** – PCG prefers to collect five years' worth of data to facilitate a detailed analysis. We will review five years of CAD data to establish call types, frequency, and response metrics to compare with relevant national standards such as NFPA 1221, 1710, and 1720. PCG will also review frequency of automatic/mutual aid calls and requests for assistance from surrounding fire/EMS departments, categories of calls, create call density maps, and review response times and evaluate efficiencies as well as recommendations for improving response performance.
- ▶ **Assessment of Capital Assets** – The PCG team will perform a thorough evaluation of each of the district's facilities focusing on compliance with NFPA, OSHA and local building code requirements as well as federal requirements such as ADA. Facilities will also be assessed for functionality based on administrative and operational needs of each department. Our team will also perform thorough on-site evaluations on all response apparatus and support vehicles using relevant NFPA standards and ISO equipment requirements for standardized equipment lists based on apparatus type and capabilities.
- ▶ **Service delivery and performance** – As part of the data collection and analysis, PCG will evaluate service demand, resource distribution, resource concentration, response reliability, and response performance/outcomes. This portion of our analysis will encompass review of ISO ratings to determine where efficiencies can be gain/achieved with each of the four PPC rating categories.
- ▶ **Demographic data** – The PCG team will review US Census Bureau demographic data to identify future growth areas within each district and use predictive analysis to determine response demand. and make recommendations on resource types and distribution within each of the two districts.

PCG staff will also review literature and reference documents, as well as confer with other experts as necessary to obtain the latest information. PCG team members have long-standing relationships with key staff at these organizations to tap, when needed, for detailed information, suggestions, and guidance:

- ▶ International City/County Management Association (ICMA)
- ▶ National Fire Protection Association (NFPA) Standards
- ▶ Insurance Services Office (ISO) Standards Fire Suppression Rating Schedule (FSRS)
- ▶ Commission of Fire Accreditation International (CFAI)
- ▶ Commission on Accreditation of Ambulance Services (CAAS)
- ▶ Special Districts Association of Oregon
- ▶ Oregon Health Authority – Emergency Medical Services System

### **Phase I: Task 1-C: Stakeholder Input**

PCG's experience conducting comprehensive Fire and EMS studies has taught us the importance of engaging key stakeholders at the outset. It ensures we deliver a final product that accurately reflects the current environment, future needs, and desired outcomes. PCG will work with both districts to develop a comprehensive stakeholder registry to identify all stakeholders with whom PCG will consult throughout the project engagement. While all efforts will be made to identify each relevant stakeholder at the outset of the project, we may need to expand the list to ensure that any interested stakeholders are provided the opportunity to share information useful in completing the assessment and developing recommendations.

**Given the evolution of the COVID-19 pandemic, PCG will work with the districts to align processes and revise the project approach as needed to address COVID-19 safety measures and comply with federal, state, local policies, as well as PCG's guidelines.** PCG has the structure and resources in place to conduct work remotely to ensure the health and safety of all involved parties. We have successfully completed several recent projects by hosting online meetings, stakeholder interviews, as well as conducting web-based project check-in meetings and implementing public engagement strategies such as use of public input surveys developed cooperatively between PCG and district personnel from both labor and management.

We will hold meetings with a diverse and comprehensive group of stakeholders to ensure as much input as possible. PCG will conduct interviews with the following key personnel:

- ▶ Elected or appointed officials such as district board members and district appointed staff.
- ▶ Each Fire District Fire Chief and their leadership and administrative teams
- ▶ Executive Board members from both IAFF Local Affiliates (L-1159 & L-1660)
- ▶ Clackamas Fire Defense Board members, Emergency Management, Dispatch center
- ▶ Law enforcement agencies such as Clackamas County Sheriff and Oregon State Police to include the Oregon State Fire Marshal
- ▶ Other key stakeholders identified by the districts such as neighborhood associations, civic groups and local businesses.

### **Phase I Deliverable: Data Analysis Overview**

Upon successful completion of all phase-I activities, PCG will provide both SFD and CFD a report that summarizes all actions taken up to this point in the engagement as a project engagement status update. PCG will include a revised project work plan that ensures future timelines for completion of the final report are achievable as described within the scope of work.

### **Phase II: Baseline Agency Evaluations**

During this phase of the project, the PCG project team will review and summarize all the information gathered during the interviews as well as analyze data collected.

**PCG will employ a “Three Lens” approach in developing the final report product.** This process will entail analysis of each district following tasks 2-A through 2-J with each section of the report mirroring titles of these required topics for analysis achieving the first two lenses. The third lens will encompass information and recommendations specific to enhancements to current IGAs and, where appropriate, consolidation of services and possibility of the two districts merging into a single entity. This will meet the requirements identified under Phase-III, Task 3-A of the project engagement expanding on general partnering strategies, options for shared services such as HR functions, recruitment, training and testing and promotional processes and shared legal services as examples.

+



and recommendations specific to enhancements to current IGAs and, where appropriate, consolidation of services and possibility of the two districts merging into a single entity. This will meet the requirements identified under Phase-III, Task 3-A of the project engagement expanding on general partnering strategies, options for shared services such as HR functions, recruitment, training and testing and promotional processes and shared legal services as examples.

- ▶ Oregon State Fire Marshal
- ▶ Oregon Department of Forestry

### ***Phase III: Future Opportunities for Cooperative Efforts***

The PCG consulting team has recent and relevant experience in developing realistic partnership options identified in Task 3-A and providing detailed information to facilitate decision making. In carrying out the Josephine County Fire District Feasibility Study, PCG consultants worked closely with the Josephine County Board of County Commissioners, the Fire District formation committee appointed by the BCC, local area fire districts and departments as well as the private fire service providers to develop partnership strategies to resolve a 60-year-old issue of a large area classified as unprotected. The findings and recommendations made by our consulting team provided a road map the BCC could follow to ensure successful outcomes and included options for formation of a new fire district and options for public/private partnership. As a result of our work in Josephine County, our consulting team has a critical working knowledge of the Oregon Revised Statutes (ORS) and administrative codes governing fire districts.

The list of shared service options outlined in Task 3-B bears closely, if not identical, to a list of desired outcomes for our client in Tooele County, Utah. Completed in October of 2020, that study focused on consolidating five, local government, volunteer fire departments and the county fire authority into a single fire district. Our consulting team is confident in our ability to achieve similar results for SFD and CFD. We will achieve results by employing the same attention to detail and address each focus area of this task culminating in recommendations that benefit both districts, the communities and residents served.

PCG brings unparalleled financial analysis expertise to accomplish Task 3-C. Our highly skilled and qualified fiscal analysts have successfully helped more than 400 cost reporting clients receive millions in cost recovery efforts. Currently, we provide financial analysis to 15 providers in the state of Oregon, identifying eligible costs and maximizing providers' revenue reimbursement for the GEMT program run by the Oregon Health Authority. PCG facilitates cost reporting for Clackamas Fire District #1's and provides comprehensive audit support. Our consulting team recently completed a thorough fiscal analysis of the ambulance transport program for the City of Ashland Fire & Rescue where we provided both revenue and operating expenses to the department and city out to 2035. Our report also included options and recommendations for how the department could implement strategies for enhancing revenues and reduce expenditures for the ambulance transport program. Both the Ashland Fire Chief and City Administrator commented on how thorough and comprehensive this analysis was and supported our conclusion and recommendations that the city continue to provide this critical service to the community and surrounding areas included in the Ambulance Service Area.

### ***Public Engagement***

We believe that public input is an integral part of every project – it provides an avenue for transparency, an opportunity for underrepresented voices to be heard, and can give clients and consultants insight into public perception that can be valuable when developing recommendation options and making policy decisions. As such, propose that public engagement not be optional; we recommend implementing a community input survey. The PCG team has facilitated several recent public engagement efforts involving web-based surveys and hosting virtual forums. To carry out a public engagement strategy, the PCG team developed input surveys (including surveys in multiple languages), drafted content for web-pages to host the surveys, created language and graphics for social media campaigns, and implemented survey outreach efforts to maximize community engagement.

### ***Phase IV: Development, Review, and Delivery of Report and Recommendations***

#### ***Draft Report***

PCG will develop a draft report for review by the leadership of both districts and any other designated staff. PCG will work with the primary points of contact and identified stakeholders to answer questions and update the report of findings to address changes and recommendations. A tentative schedule that includes timelines for draft review and revision will be updated during project kick-off to align with the desired timelines and processes dictated by each district. The PCG team will define an effective review and revision process that will incorporate input, facilitate decision making, as well as allow for discussion and building consensus. The PCG team will integrate written and verbal feedback as needed to finalize this report.



The report will be organized, formatted, and written in a professional, accessible style to promote readability and accommodate a diverse audience. An executive summary describing key conclusions, recommended options, and implementation steps will be provided. Information may be housed in the appendix to provide supporting documentation or additional details. Lastly, visual representations of information such as charts, maps, and data tables will be incorporated to further explain or convey information in an effective manner. The report will thoroughly address all the items contained in the scope of work as well as other issues and opportunities that come to the attention of PCG’s consultants as they complete their work.

Recommendations will focus on strategies that align with the goals of the RFQ:

- ▶ Increased efficiency
- ▶ Improved effectiveness
- ▶ Evaluation of current budgets and a determination of cost/benefit of services
- ▶ Evaluation of revenue systems for each entity
- ▶ Enhanced or expanded service(s)
- ▶ Reduced cost and/or cost avoidance
- ▶ Coordination of agency planning and training
- ▶ Evaluation of current resource deployment and development of future deployment strategies
- ▶ Impact of future state and federal grant funding

**Recommendations will be carefully considered to assure that they are realistic, implementable, and achieve the desired impact.**

**Final Report and Presentation**

PCG will carefully consider all client input from the draft report and will collaborate with Fire and EMS staff to finalize the report. PCG consultants will provide six (6) paper copies of the final report to each district along with the PDF versions and will be prepared to present findings and recommendations via either a web-meeting or, in-person presentation as desired by the districts and based on any Covid-19 mandates or restrictions at the time.

**Work Plan Schedule**

**Table 3** is our proposed project schedule to implement the scope of work for this engagement with the SFD and CFD. We included generous timelines for the data collection and analysis process, as well as adequate time to incorporate input on the draft report. The PCG team will collaborate with stakeholders as required to fine-tune the project schedule and timelines as part of project kick-off activities. We want to work in partnership with *you*, and make this engagement tailored to the needs of both departments.

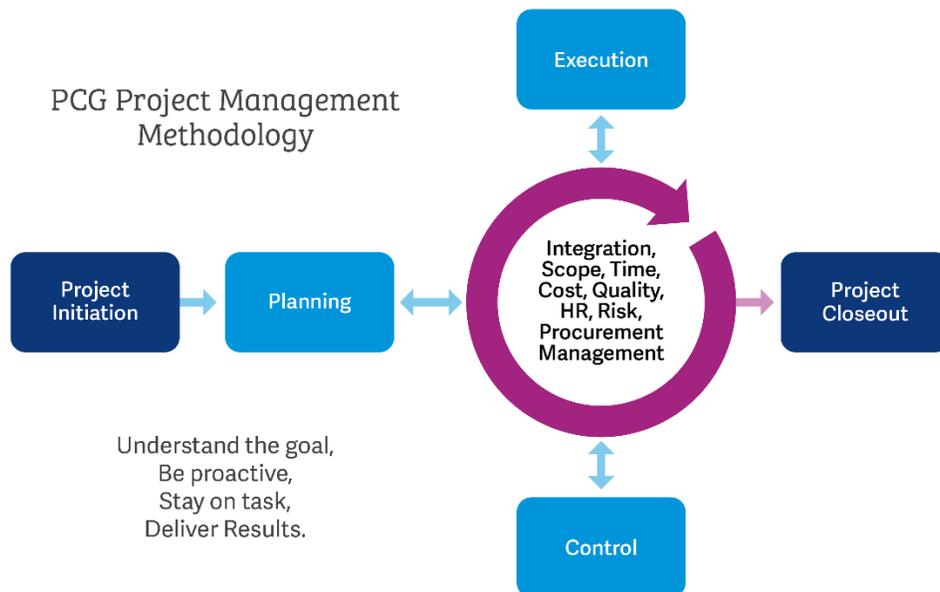
Sandy Fire District No. 72 and Clackamas Fire District No. 1 Feasibility Study Work Plan Schedule				
Phase	Task	Task Description	Responsible Party	Projected Timeframe (Months)
<b>Phase I: Project Initiation</b>	1-A	Project initiation and development of work plan	SFD, CFD, PCG	Month 1
	1-B	Acquisition and review of background information	SFD, CFD, PCG	
	1-C	Stakeholder input	SFD, CFD, PCG	
<b>Phase II: Baseline Agency Evaluations</b>	2-A	Organization overview	SFD, CFD, PCG	Months 1-2
	2-B	Management components	PCG	
	2-C	Capital assets and capital improvement programs	PCG	
	2-D	Staffing and personnel management	PCG	
	2-E	Service delivery and performance	PCG	
	2-F	Support programs	PCG	

Sandy Fire District No. 72 and Clackamas Fire District No. 1 Feasibility Study Work Plan Schedule				
Phase	Task	Task Description	Responsible Party	Projected Timeframe (Months)
	2-G	Emergency medical services support and system oversight	PCG	
	2-H	Technical rescue services support and response capability	PCG	
	2-I	Emergency management	PCG	
	2-J	Current cooperative services between SFD and CFD	PCG	
<b>Phase III: Future Opportunities for Cooperative Efforts</b>	3-A	General partnering strategies	PCG	Months 2-3
	3-B	Options for shared services	PCG	
	3-C	Fiscal analysis	PCG	
	3-D	Findings, recommendations, and plan of implementation	PCG	
<b>Phase IV: Development, Review, and Delivery of Project Report</b>	4-A	Development and review of draft project report	SFD, CFD, PCG	Month 4
	4-B	Delivery and presentation of final project report	SFD, CFD, PCG	

**Table 3: Work Plan Schedule**

**Project Management Methodology and Quality Control**

We employ PCG’s well-established project management approach on all our projects to provide quality products and services on time. PCG will regularly review progress, tasks, and deliverables to ensure the project stays on track and meets standards agreed upon by PCG and the Districts.



**Figure 3: Project Management Methodology.**

As shown in **Figure 3** above, our Project Management Methodology (PMM) considers the unique complexities and challenges faced by our clients and stakeholders, including effective coordination, communication, collaboration, and quick action between each fire district, partner response agencies and key stakeholders.

Our project management and strategies are based on the Project Management Body of Knowledge (PMBOK) standards. Using the PMBOK standards and our experience in implementing complex state-level projects, we have developed a series of tools and techniques that promote communication, transparency, accountability, and problem resolution.

PCG's proposed team grasps the critical context, policy, and legislative variables that influence the goals and objectives of this specific work. This methodology is built on core principles that serve as the cornerstone of our firm's demonstrated success and what federal, state, and local stakeholders have grown accustomed to across the nation. The following principles will be applied with fidelity by our team in the delivery of this scope of work:

- ▶ **Establish Transparent Goals:** Success begins with a clear understanding of the projects—why they exist, what they are meant to achieve, for whom, and by when. PCG Project Managers are active listeners, avid consumers of information and vital context, and facilitators of structured discussions that result in a common understanding of the project goals by our team, the districts, and stakeholder groups.
- ▶ **Be Proactive, Focus, and Stay on Task:** Progress is maintained by thinking ahead, actively communicating, being collaborative, leading decisively, and accepting responsibility for outcomes.
- ▶ **Deliver Results:** Success is realized when a project is delivered on time, within scope, and on budget—and we meet our clients' expectations by shaping detailed strategies and plans that help ensure goals are met with quality.

#### ***Our project management approach:***

- ▶ Create a collaborative and transparent process between PCG and Sandy and Clackamas fire districts so that all stakeholders can thoughtfully participate in key project decisions.
- ▶ Develops a detailed and transparent project work plan, and updating stakeholders on our progress towards completing the project deliverables.
- ▶ Hosts regular status meetings to review project progress and milestones achieved, and to address project issues and risks.
- ▶ Maintains a proactive approach to identifying and overcoming risks and obstacles to complete the project successfully and on time.

#### ***Communication Management***

Strong project management strategies lay a solid foundation for successful project implementation, especially when working under tight timelines. A proven project management methodology provides a thorough and efficient framework for managing communication, as well as any issues or changes to the stakeholders and team members. These processes provide important feedback loops to all team members to ensure execution of tasks, timely and adequate problem resolution, and completion of project objectives. The PCG Project Manager will serve as primary point of contact and will coordinate communication, meetings, and status updates with the district-designated points of contact.

The PCG Project Manager will serve as primary point of contact and will coordinate communication, meetings, data requests, and status updates with each district designated points of contact. Given that this project involves significant collaboration, it is essential to have a communication plan in place that will define all relevant stakeholders, communication methods, expectations for regular meetings (as necessary), and status updates as determined by each district and its stakeholder group. The communication plan document will be developed during project kick-off. We employ PCG's well-established project management approach on all our projects to ensure we provide quality products and services on time. PCG will regularly review data and deliverables to ensure it meets the standards agreed upon by PCG and the districts.

## **SECTION V: COST PROPOSAL**

PCG is happy to provide pricing upon request.

## APPENDIX

### Staff Resumes



#### **Ken Riddle**

*Senior Advisor at Public Consulting Group LLC*

Chief Ken Riddle has more than four decades of experience in EMS and fire services. He retired from the Las Vegas Department of Fire & Rescue (LVF&R) after 28 years of service. He served as the Assistant Fire Chief and the Deputy Fire Chief of every division including the Operations Division, Emergency Medical Services Division, Support Services Division, and the Fire Prevention Division, where he served as the Fire Marshal. While serving in those positions, he designed and developed several major programs, including a comprehensive in-house firefighter health and wellness program, and a fire-based EMS ambulance transport service. Chief Riddle has served as the Executive Director of the Nevada Fire Chiefs since 2007 and was responsible for overseeing the development and implementation of Nevada's Medicaid supplemental ambulance payments under their GEMT program.

Chief Riddle has been extremely active in national fire and EMS issues since 1992, serving as an elected officer on the Executive Committee for the International Association of Fire Chief's (IAFC) EMS Section including the chairman of the Section and as the International Director for EMS on the IAFC Board of Directors. He also served as the President of the Southern Nevada Fire Chiefs Association.

### RELEVANT PROJECT EXPERIENCE

#### **Medical Transportation Management (MTM), Inc., States of Nevada and Idaho**

(2016 – 2019): State Education, Training, and Outreach Coordinator  
Chief Riddle: Responsible for community outreach to medical facilities in the states of Nevada and Idaho, working with case managers, social workers, and other medical professionals regarding non-emergency medical transportation services for Medicaid recipients.

#### **Nevada Fire Chiefs Association**

Member of the Board of Trustees (2007 – 2019): Executive Director  
Chief Riddle: Responsible for the day-to-day administration and management of a non-profit member driven organization. Manage three federal grants for the recruitment and retention of volunteer firefighters in rural Nevada.

#### **Riddle & Associates, State of Nevada**

(2006 – Present): Independent Fire and EMS Consultant  
Chief Riddle: Served as an independent contractor for fire and EMS studies for a few select fire/EMS consulting firms including the Abaris Group, the Ludwig Group, FACETS Consulting and a few others. Completed several fire and EMS studies including the following:

- ▶ City of Tukwila (WA) Fire Station Location Study (2017)
- ▶ City of Houston (TX) Fire Department Operational Assessment (2016)
- ▶ City of Phoenix (AZ) Fire Department Ambulance Deployment and Staffing (2016)
- ▶ Fort Wayne (IN) Fire Department EMS Transport Feasibility Study (2016)

- ▶ City of San Antonio (TX) Fire Department EMS Study
- ▶ Orange County (FL) Fire Department Consolidation Study
- ▶ New York Power Authority EMS Study
- ▶ Sugar Foods Corporation (CA) Fire Safety Study
- ▶ EMD Pharmaceuticals- Cyanide Antidote Medical Advisory Member
- ▶ US Fire Administration-Coordinated the rewrite of the EMS Safety and Infection Control Manuals
- ▶ Fire and Emergency Television Network-Researched and developed two national training programs, Fire Department response to Bomb incidents and Cold and Ice Water Rescue
- ▶ Several Telephone Consulting projects for investment or equity firms related to fire/ EMS and ambulance services, SCBA, software, safety equipment, ePCR, PPE and use of unmanned aircraft systems

### **National Fire Protection Association, Commonwealth of Massachusetts**

(2010 – 2011): Fire Service Training Consultant

Chief Riddle: Subject-matter expert in developing training programs for fire and EMS response to emergencies involving electric and hybrid vehicles. Participated as a team member to develop the NFPA's Emergency Response to hybrid and electric vehicle incidents.

### **The Abaris Group, State of California**

(1999 – 2013): Senior Consultant

Chief Riddle: Lead consultant on several fire and EMS studies:

- ▶ State of Colorado EMS Department Regional Emergency and Trauma Advisory Councils (RETAC) assessment and strategic planning
- ▶ City of Spokane (WA) Fire Department EMS Study
- ▶ City of Great Falls (MT) Fire Department EMS Assessment
- ▶ El Paso (TX) Hospital Study regarding the impact of EPFD establishing hospital destination policy
- ▶ City of Clinton (IA) EMS Study
- ▶ Santa Clara County (CA) EMS Study
- ▶ City of San Diego (CA) Fire Department EMS Study
- ▶ Merced County (CA) EMS Ambulance RFP Evaluator
- ▶ Monterey County (CA) EMS Ambulance RFP Evaluator
- ▶ Sonoma County (CA) EMS Study and Development of Ambulance RFP
- ▶ Multnomah County (OR) EMS Ambulance RFP Evaluator
- ▶ Hamilton County (OH) Fire Department EMS Study
- ▶ Town of Pahrump (NV) Fire Department EMS Study
- ▶ Washington D.C. Fire Department EMS System, Consultant, and Subject Matter Expert for Mayor's Office
- ▶ Researched and wrote the 2011 edition of Trends in the Ambulance Industry for The Abaris Group

### **ADDITIONAL CREDENTIALS**

Mobile Healthcare Network	2012 – 2017
Fire Chief Recruiters	2012 – 2013
Las Vegas Fire News	1993 – 2006
City of Las Vegas Department of Fire & Rescue	1978 – 2006
International Association of Fire Chiefs	1993 – 2006
Southern Nevada Fire Chiefs Association	2001 – 2004

Southern Nevada Fire Chiefs Association

1997 – 2001

## **EDUCATION**

### **Polytechnical College**

*Cupertino, CA*

Fire Administration, Part-Time Upper Level courses, 2001 – 2006

### **National Fire Academy**

*Emmitsburg, MD*

Executive Fire Officer Program, 1995 – 1999

### **Clark County Community College**

*North Las Vegas, NV*

Associates of Applied Science – Fire Service Management, 1982 – 1986

### **Clark County Community College**

*North Las Vegas, NV*

Associates of Applied Science – Fire Service Technology, 1982 – 1986



### **Charles D. Hurley**

*Project Specialist, Subject Matter Expert at Public Consulting Group LLC*

Chief Charles Hurley is a seasoned fifth generation fire service professional with over 38 years of experience. Tested and proven public safety leader with 20-years' experience as a Senior Chief Fire Officer, eight of which are as Fire Chief, Emergency/Risk Manager, Personnel Officer and Labor Relations Negotiator. Well-rounded knowledge, skills, abilities and experience in: Fire Suppression, Prevention, Community Risk Reduction, Fuels Management, EMS (Public and Private), Urban Search & Rescue, Swift/Flood Water Rescue, Wildland/Urban Interface and Emergency Management operations at the State and local government levels during major disasters.

## **RELEVANT EXPERIENCE**

### **Centerra Group LLC**

Fire Chief (2015 – 2016):

Project: Assigned to NASA-JPL. Served as fire chief, in command of the department reporting directly to the Centerra Public Safety Division Project Manager. Responsible for the following:

- ▶ All operations and administration of the department to include: Emergency Medical Services, (EMT), Fire, (Structure & Wildland), Rescue and Hazardous Materials at the Specialist Level
- ▶ Directly supervise 4, Fire Captains.
- ▶ As part of the executive management for the Centerra responsible for implementing policy set by Centerra/NASA-JPL Contract.
- ▶ Ensure effective use of resources in delivering emergency response services to NASA-JPL community.
- ▶ Establish, within Centerra, NASA-JPL and CalTech policy, appropriate service and staffing levels; allocate resources accordingly.
- ▶ Select, train, supervise, motivate, and evaluate the performance of department personnel through the chain of command; provide and/or coordinate staff training; implement disciplinary and termination processes.
- ▶ Direct investigations to determine the cause and origin of fires.
- ▶ Serve as department liaison to LACo. Fire Dispatch and coordination of NFIRS data collection for State Fire Marshal and US Fire Administration.
- ▶ Oversee the enforcement of federal, state and local fire codes and regulations.

### **City of La Habra Heights**

(2014 – 2015): Deputy Fire Chief

Project: Served the Deputy Fire Chief is second in command of the department reporting directly to the Fire Chief. Responsible for all operations and administration of the department including: Emergency Medical Services, (Paramedic & EMT); Fire, (Structure & Wildland); Rescue; Hazardous Materials at the FRO Level; US&R at the Type-3, Light; Training; Staffing/Personnel; Dispatch; Emergency Management; Directly supervise 1, /EMS Coordinator and 21, Fire Captains.

- ▶ Responsible for all department Administrative and Emergency Operating Policies/Procedures.
- ▶ Serve as department liaison to Downey Dispatch and coordination of NFIRS data collection for State Fire Marshal and US Fire Administration.

- ▶ Oversee the enforcement of federal, state, and local fire codes and regulations.
- ▶ The Deputy Chief is Director of Emergency Management and responsible for development and execution of the Community Emergency Operations Plan and oversight of the Emergency Operations Center and serves as City representative to Operational Area-E Disaster Council.

### **City of Oroville**

Fire Chief (2009 – 2013)

Project: The Fire Chief is an executive level management position and one of 7 department heads appointed by the City Council. The Fire Chief receives administrative direction from the City Administrator but reports to the Council. The Fire Chief is responsible for the following:

- ▶ Supervision of Deputy Fire Chief (Fire Marshal), Fire Battalion Chief (Training & Operations) and Administrative Assistant (Budget & payroll).
- ▶ Determine overall strategy, goals and objectives for department.
- ▶ Responsible for developing operational and capital improvement budget for department.
- ▶ Establish, within City policy, appropriate service and staffing levels; allocate resources accordingly.

### **Human Resources, City Personnel Officer (2010)**

Project: Responsible for overall management of the HR Department servicing 7 departments and 134 employees. 7 Departments: Administration, Finance, Housing & Economic Development, Fire, Police Community Development & Public Works and Parks & Trees. Responsible for determining all testing and promotional exams from City Administrator to entry level employees. Responsible for ensuring all employees are compliant with local, state and federally mandated training programs across all disciplines. Responsible for development and maintenance for City of Oroville Personnel Rules and Regulations.

## **PROFESSIONAL BACKGROUND**

### **California Governor's Office of Emergency Services**

State of California

November 2004 – August 2009

### **City of Gilroy, CA Fire Department**

Gilroy, CA

November 2003 – August 2004

## **EDUCATION**

### **Cal-State**

Los Angeles, CA

BS Degree, Fire Administration, [5 credits remaining]

### **Cogswell Polytechnical College**

San Jose, CA

## **CERTIFICATIONS / PUBLICATIONS / SPECIAL SKILLS**

*California State Fire Marshal: Chief Officer Certification 02/15/12*

*California Fire Chief Association, Chief Officer Leadership Symposium (11/10)*

*Graduate, National Staff & Command Course, University of Maryland, MFRI (06/02)*  
*National Fire Academy, Executive Fire Officer Program*  
*National Fire Academy, Advanced Fire Administration*  
*National Fire Academy, Political & Legal Foundations of Fire Protection*  
*National Fire Academy, Fire Prevention Organization & Management*  
*National Fire Academy, Community & the Fire Threat*  
*National Fire Academy, Managerial Issues of Hazardous Materials*  
*National Fire Academy, Training Program Management*  
*National Fire Academy, Chemistry of Hazardous Materials*  
*National Fire Academy, ALS/Hazmat*  
*National Fire Academy, ISO/HSO Train-the-Trainer*  
*National Fire Academy, Terrorism-Basic Concepts Train-the-Trainer*  
*National Fire Academy, Advanced Radiological Incident Operations (Terrorism)*  
*Command School Inc., ICS for Command Officers*  
*ICS-200/300/400/700 & 800*  
*S-330 Strike Team/Task Force Leader*  
*S-339 Division Group Supervisor*  
*FEMA US&R Task Force Leader*  
*FEMA US&R Medical Specialist*  
*CSFM, Firefighter I*  
*CSFM, Hazardous Materials 1A-1G, Specialist, IC and WMD*  
*CSFM Certified Instructor, Level-1/2 Command/Management Courses*  
*CSTI Certified Instructor*  
*IAFF Master Instructor, Hazardous Materials (1993 – 2002)*  
*State of Connecticut, Fire Investigator certification*  
*State of Nevada, Fire Officer I/II*  
*State of Nevada, Firefighter II*  
*USAF ARFF Certified Firefighter & Firefighter/Rescueman*



### **Alina Coffman**

*Senior Operations  
Manager at Public  
Consulting Group LLC*

Alina Coffman has over 15 years' experience working with public sector clients at the state, regional, and local level. She's led projects to implement technical solutions, developed processes to improve efficiencies, and provided technical assistance, consulting, and training services. Alina currently works with EMS providers in IA, OK, and FL to facilitate the Medicaid cost reporting process and provide audit support. She is also the Project Manager for the Placentia Fire and Life Safety Department implementation and the Fire/EMS feasibility study for the Pueblo of Sandia in New Mexico.

## **RELEVANT PROJECT EXPERIENCE**

### **City of Austin**

Dispatch Equity and Operations Efficiency Study (October 2020 – Present): Project Manager

Project: As Project Manager, Alina provides overall project coordination, and communication to keep the project on track, on budget, and facilitate the work of teams.

### **Pueblo of Sandia**

Fire/EMS Feasibility Study (December 2019 – Spring 2020): Project Manager

Project: Conduct a fire/EMS feasibility study to provide the Pueblo of Placentia with recommendations to improve quality of Fire/EMS services and options for the Pueblo to provide its own fire and EMS delivery system.

### **Placentia Fire and Life Safety Department, California**

Implementation of New Fire and Life Safety Department (July 2019 – June 2020): Project Manager

Project: To assist with the implementation of a new fire and life safety department; working with city staff on all aspects of establishing a new Fire and EMS department including operations, communications center set-up, staffing, procedures, technology, best practices and compliance.

### **EMS Cost Reporting, IA, OK, FL**

Cost Reporting Client Lead

Project: Work with EMS and fire departments to collect and analyze data; and develop cost report to help providers maximize revenue reimbursement. Provide comprehensive support throughout the State's desk review process.

### **Education Consulting, Project Management, and Implementation**

State Level Work (May 2011 – June 2019): Implementation Lead

Projects: Implemented projects with state departments of education including online instructional assessments with the Arizona Department of Education, content development with the Oklahoma State Department of Education, and digital library for the Nevada Department of Education.

## **PROFESSIONAL BACKGROUND**

### **Public Consulting Group**

Austin, TX

May 2011 – Present

### **Texas Education Agency**

Austin, TX

October 2005 – January 2011

### **University of Texas**

Houston and Austin, TX

February 2002 – June 2005

## **EDUCATION**

### **University of Texas at Austin**

*Austin, TX*

Master of Public Affairs, 2005

### **Honors College at the University of Houston**

*Houston, TX*

Bachelor of Science, Human Development and Family Studies, 2002

## **CERTIFICATIONS / PUBLICATIONS / SPECIAL SKILLS**

Project Management Professional (PMP), 2015 – Current



### **Miles Brown**

*Consultant at Public  
Consulting Group LLC*

Miles Brown, a Consultant in our Denver, Colorado office, serves as financial analyst on several projects that support state and local health agencies in improving their fiscal operations. Mr. Brown contributes to revenue maximization engagements for governmental ambulance service providers participating in the Oregon Ground Emergency Medical Transportation (GEMT) Program, Texas Ambulance Supplemental Payment Program (ASPP), Colorado EMS Supplemental Payment, and the Iowa GEMT Program. He works closely with some of the State's largest providers, assisting with the preparation of annual cost reports and other key deliverables

### **RELEVANT PROJECT EXPERIENCE**

#### **Health Authority, State of Oregon**

Ground Emergency Medical Transportation (GEMT)  
Program (July 2019 – Present): Cost Reporting Lead

#### **Health and Human Services Commission, State of Texas**

Ambulance Supplemental Payment Program (ASPP) (January 2015 -  
Present): Cost Reporting Lead

#### **Department of Health Care Policy and Financing, State of Colorado**

EMS Supplemental Payment (January 2018 – Present): Project Support

#### **Department of Human Services, State of Iowa**

Ground Emergency Medical Transportation (GEMT)  
Program (December 2019 – Present): Cost Reporting Lead

#### **Agency for Health Care Administration, State of Florida**

Public Emergency Medical Transportation (PEMT) (October 2016 – July  
2019): Cost Reporting Lead

#### **Health Care Authority, State of Washington**

Ground Emergency Medical Transportation (GEMT) Program (January  
2018 – December 2018): Cost Reporting Lead

#### **Oklahoma Ambulance Association, State of Oklahoma**

EMS Provider Assessment (January 2015 – December 2016): Project  
Support

### **EDUCATION**

#### **Clark University**

*Worcester, MA*

Master of Business Administration, January 2019 - Present

#### **North Carolina State University**

*Raleigh, NC*

Bachelor of Science, Business Administration, 2014

# Memo

TO: Board of Directors  
Chief Browne

FROM: Division Chief Joshua Gehrke

DATE: August 16, 2021

RE: Civil Service Appointment

---

## **Action Requested**

Staff request the Board of Directors appoint one Civil Service Commissioner applicant to fill Civil Service Commission vacancy.

## **Background**

The Clackamas Fire Civil Service Commission is made up of five members. All positions are four-year terms with offsetting expiration dates. In July 2021, one of the five Civil Service Commissioner positions was vacated as a result of the May election of Director Chris Hawes to the Clackamas Fire Board.

Beginning in 2019, the Fire District implemented the process of interested candidates applying and interviewing for the Civil Service Commission vacancies. This brought an added level of transparency to filling the commission and to address instances when there were more applicants than vacancies. At the recommendation of legal counsel, the Fire District will continue this process regardless of the number of applicants to ensure the Board is able to interview those applying and confidently make appointments as outlined in Oregon Revised Statute.

The applicant has been invited to the regular board meeting for questions from the board.

## **Recommendation and Why**

Staff recommends the Board of Directors appoint one Civil Service Commissioner applicant to fill the Civil Service Commission vacancy.

## Office of the Fire Chief

To: Chief Nick Browne and the Board of Directors

From: Governmental Affairs Chief Brandon Paxton

Re: Governmental Affairs Monthly Report – July 2021

---

### District or Community Events:

- Wildfire Season Community Town Hall, Eagle Creek Station 18, July 20
- Wildfire Season Community Town Hall, Beavercreek Station 10, July 22

### Earned Media (TV, Radio, and Print):

Total Story Count:	188
Total Audience:	3,182,694
*Total Calculated Ad Value:	\$98,791
*Total Calculated Publicity Value:	\$296,381

\*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: 26,942 Followers (26,494 in June)
- Instagram: 12,006 Followers (11,760 in June)
- Facebook: 29,491 Followers (28,457 in June)

### Public Messaging and Campaigns:

- Discourage fireworks use, fireworks alternatives, and bans within the fire district
- Safe storage of unused fireworks
- Reignited holdover fires in the footprints of last year's wildfires and not to report to 911
- Deployment and demobilization of conflagration task forces and Crew 30
- Wildfire prevention: caution when operating equipment, never mow when windy or dry, and defensible space

- Preventing sparks and roadside fires by checking for dragging parts or chains and maintaining vehicles
- Evacuation levels and what they mean
- Signing up for Public Alerts
- COVID-19 vaccination stats
- Recruitment: Civil Service Commissioner, Feasibility Study RFQ, and Certified Athletic Trainer
- Clackamas and Sandy Fire joint staffing at Station 18
- Fireworks-related fire stats
- Wildfire Season Community Town Hall events
- Completed fire investigations for the Falcon Dr., Hwy 99E, and Shockley Rd. fires
- ODF campfire ban in state parks and forests
- Heat safety and staying hydrated
- Landline service outage to 911 dispatch center and update of service restored
- Cooling Centers and locations within Clackamas County
- Extreme fire danger
- Training: Volunteer search and rescue and on scene communications drill

**Meetings Attended:**

- Chiefs meeting, occurs weekly on Mondays, Station 5
- Public Information meeting with staff, occurs weekly on Mondays, Admin Office
- Command and General Staff, occurs weekly on Tuesdays, Station 5
- Fire Risks and Fireworks interview with Clackamas County, Zoom, July 1
- Regional Disaster Preparedness Organization (RDPO) PIO meeting, Zoom, July 1
- Community Services brief and discussion on reopening community meeting rooms, Station 5, July 6
- Board of County Commissioners meeting, July 6
- RDPO PIO meeting, Zoom, July 8
- PIO Job Description meeting with Human Capital Division Chief Gehrke, July 13
- Meeting with Station 4 Captain and crew, July 13
- Stakeholder Document meeting with Community Services, July 19
- Town Halls/Events Review with Community Services Deputy Chief Whiteley, July 19
- City of Happy Valley and Clackamas County Sheriff's Office discussion, July 20
- Happy Valley City Council meeting, July 20
- Happy Valley Business Alliance meeting, July 21

Respectfully submitted,

Governmental Affairs Chief Brandon Paxton

## Office of the Fire Chief

To: Chief Nick Browne and the Board of Directors

From: Health & Safety Chief Heather Goodrich

Re: Health & Safety Monthly Report – July 2021

---

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

- Created a Health & Safety Directive and provided training for all personnel to be compliant with the July 2021 temporary OSHA Heat Illness Prevention rule.
- Completed the OSHA required Bloodborne Pathogens Manual for FY21.
- Coordinated baseline NFPA 1582 physicals, chest x-rays, treadmills, functional capacity screening and drug screens for baseline volunteer suppression candidates. (16 people)
- Coordinated baseline NFPA 1582 physicals, chest x-rays and drug screens for baseline volunteer support candidates. (4 people)
- Coordinated baseline DOT physical for a Forestry Technician (Crew 30). (1 person)
- Coordinated annual NFPA 1582 physicals for career firefighters, FMO staff and Chief Officers. (5 people)
- Coordinated annual NFPA 1582 and respirator clearances without a physical for career firefighters. (12 people)
- Coordinated annual NFPA 1582 physicals for Clackamas Suppression and Support Volunteers (1 person)
- Coordinated annual NFPA 1582 and respirator clearances without a physical for suppression and support volunteer firefighters. (10 people)
- Performed IAFF/IAFC complete annual fitness testing for career firefighters. (58 people)
- Performed IAFF/IAFC complete annual fitness testing for suppression volunteer firefighters. (2 people)
- Processed and provided follow-up for on-the-job injury reports and for Safety Committee. Six injury reports were submitted with three of the six turning into a workers' compensation claim.

- Coordinated fit for duty physicals for injured career firefighters returning to duty. (3 people)
- Continued follow-up for career firefighters whose LDL falls in the borderline high or high category. (12 firefighters)
- Annual Mental Health Assessment was administered to career firefighters. (58 people)
- Met with SolveGlobal regarding their injury prevention program.
- Met with Drew Prochniak MA, LPC, LMHC regarding mental health programming.
- Met with Lines for Life to discuss mental health resources.
- Met with Rayus Radiology to discuss possible imaging services.
- Provided requested health information and consultations to firefighters and staff. (17 people)
- Provided requested information about our program to West Jackson Fire and South Kitsap Fire via email and phone.
- Met with two newly promoted officers to aid in completing their probationary credential.
- The monthly Wellness challenge was emailed to all support and day staff. July's topic was "Getting Outside".
- Created and sent out monthly Wellness Update and Health Insurance Newsletter.
- Distributed EAP Employee Newsletter and EAP Supervisor Newsletter by email.
- Staff attended C&G, All Chiefs', Training Department, Wellness Staff, Insurance Committee meetings.

Respectfully submitted,

Health & Safety Chief Heather Goodrich



# Clackamas Fire District #1

## Wellness Update

July 2021  
Issue 251

### Health Question of the Month

**Q:** I've noticed beef and pork prices have really increased lately. What are some good sources of protein that are healthy and still fairly cheap?

**A:** Below is a list of protein-packed foods that are still affordable:

- Ground turkey
- Canned tuna
- Cottage cheese
- Lentils
- Eggs
- Oats
- Black beans
- Sardines
- Peanuts
- Tempeh
- Chicken breast

### Wellness News

- Career fitness testing will continue on-site this month.
- Wellness will update the Blood/Airborne Pathogen and Hazardous Materials Exposure Report and the Vehicle Accident Report to JotForm this month.
- Remember to hydrate as the weather warms up! Drink 0.5-1 ounce per pound of body weight to maintain hydration.



## Sleeping 6-7 Hours a Night Associated with More Favorable Heart Health

People who clock six to seven hours of sleep a night had the lowest chance of dying from a heart attack or stroke when compared with those who got less or more sleep, according to a study being presented at the American College of Cardiology's 70<sup>th</sup> Annual Scientific Session. This trend remained true even after the research team accounted for other known conditions or risk factors for heart disease or stroke.

The study, according to researchers, is the first to explore the association between baseline cardiovascular risk and duration of sleep and adds to mounting evidence that sleep--similar to diet, smoking and exercise--may play a defining role in someone's cardiovascular risk.

For the study, Dr. Kartik Gupta, MD and his team included data from 14,079 participants in the 2005-2010 National Health and Nutrition Examination Survey. Participants were followed for a median duration of 7.5 years to determine if they died due to heart attack, heart failure or stroke. Those surveyed were 46 years old on average, half were women and 53% were non-white. Less than 10% of participants had a history of heart disease, heart failure or stroke.

Researchers divided participants into three groups based on answers to a survey question about their average length of sleep. Researchers then assessed participants' atherosclerotic cardiovascular disease (ASCVD) risk scores and levels of C-reactive protein (CRP), a key inflammatory marker known to be associated with heart disease.

The ASCVD risk score, which accounts for age, gender, race, blood pressure and cholesterol, is widely used to predict how likely someone is to have a heart attack or stroke or die from atherosclerosis, a hardening of the arteries, in the next 10 years. An ASCVD risk score less than 5% is considered low risk.

While the median ASCVD risk was 3.5% among all participants, there was a U-shape relationship based on sleep duration such that participants with six to seven hours had the lowest risk. The median 10-year ASCVD risk among people with less than six, six to seven and more than seven hours of sleep were 4.6%, 3.3% and 3.3%, respectively.

"Participants who slept less than six hours or more than seven hours had a higher chance of death due to cardiac causes. ASCVD risk score was, however, the same in those who sleep six to seven hours versus more than seven hours," Gupta said, adding that the ASCVD risk score may not adequately capture elevated cardiac risk in this subgroup and that results are perhaps stronger for participants sleeping less than six hours a night.

Levels of CRP, a protein made in the liver that rises when there is inflammation in the body, were also higher in participants with longer or shorter durations of sleep. **(Article continued on page 2. . . )**

### In this issue

Sleep 6-7 Hours for Heart Health **P.1**

6 Ways to Eat Chia Seeds **P.2**

Two Rules for Safe Outdoor Meals **P.3**

Exercise: Rolling Side Plank **P.3**

Recipe: Blueberry Oat Chia Muffins **P.4**

## Sleep (cont.)

"Participants who sleep less or more than six to seven hours have higher ASCVD risk scores, which is likely driven by heightened inflammation as measured by CRP, which was found to be higher among those who had less or more sleep," Gupta said, adding that CRP levels were only collected at the start of the study. "The effect of sleep probably accrues over time; it takes time for the damage to happen."

According to the researchers, unlike some risk factors for heart disease that can't be changed, such as age or genetics, sleep habits can be adjusted and should be routinely asked about during medical visits.

"It's important to talk about not only the amount of sleep but the depth and quality of sleep too. Just because you are lying in bed for seven hours doesn't mean that you are getting good quality sleep," Gupta said, adding that this study is limited to sleep quantity, not quality or how well or deeply someone sleeps. For example, sleep apnea, which is a sleep disorder that results in frequent awakenings, is increasingly associated with cardiovascular disease.

The amount of sleep found to be favorable to heart health in this study differs slightly from national recommendations by the National Sleep Foundation and the American Academy of Sleep Medicine, which recommend most adults get seven to nine hours or seven or more hours of sleep a night, respectively. But, as Gupta explains, individuals were limited to choosing hour blocks (six, seven or eight hours, for example) when noting sleep time.

More research is needed to further validate these results.

Source: *American College of Cardiology*



## 6 Ways to Eat Chia Seeds for Healthy Benefits

The popularity of chia seeds has soared over the last several years. The tiny, nutrition-packed "superseeds" are now a staple in many health-conscious households. Thanks to their small size, mild taste, and versatility, it's easy to incorporate chia seeds into your diet.

### Nutrition Benefits of Chia Seeds

Chia seeds provide insoluble fiber which helps keep you fuller longer and bulks up stool to prevent constipation. They also deliver healthy fats, protein, and cell-protecting antioxidants. Chia seeds are also a good source of minerals.

Chia seeds may help control blood sugar. A randomized controlled trial published in [Diabetes Care](#) determined that adding chia seeds to normal type 2 diabetes treatments improves cardiovascular disease risk and helps maintain good glucose and lipid control.

Chia seeds have more omega-3 fatty acids than flaxseeds. Omega-3 fatty acids may reduce your risk of coronary artery disease and improve cholesterol levels. Unlike flaxseeds, chia seeds are rich in antioxidants and have a longer shelf life.

### Ways to Eat Chia Seeds

Chia seeds have a mild taste and take on the flavor of whatever food or beverage they are added to. When added to liquid, they plump up several times their size and form a gelatinous coating which is easy to swallow and digest. There is no need to shy away from eating chia seeds because you've never prepared them. It's easy to harness their health benefits throughout the day.

#### 1. Smoothies

A popular way to use chia seeds is in smoothies. A tablespoon or less of fresh seeds is all you need to add texture and nutrients to your fruit and veggie smoothies.

#### 2. Salad Dressings

Chia seeds blend well with salad dressing ingredients such as olive oil, vinegars, honey, and lemon juice. Add about a tablespoon of seeds to most any salad dressing recipe. The more seeds you add, the thicker the dressing. You can make an easy vinaigrette by combining chia seeds with honey, Dijon mustard, and apple cider vinegar.

#### 3. Pudding

Chia pudding is similar in consistency to tapioca. It's simple to make and recipes can easily be found online.

#### 4. Baked Goods

If you're not a fan of chia seeds' gelatin-like texture, try adding them to baked goods. Chia gel helps keep baked goods moist and may be used in place of eggs or as a thickener. You may also top muffins or quick breads with chia seeds before baking. Substitute one whole egg in a recipe for 1 tablespoon of chia seeds mixed with 3 tablespoons of water. ([See this month's recipe on Page 4!](#))

#### 5. Chia Drinks

Expensive chia drinks are all the rage in health food stores and juice bars. Save money and make your own by adding 2 to 3 tablespoons chia seeds to 2 cups water or coconut water and 1 cup fruit juice or pureed fresh fruit. Let the mixture sit until thickened, and stir before drinking.

Chia fresca, also known as "Mexican lemonade," is a refreshing way to use chia seeds. This natural energy drink is made of water or coconut water, lemon or lime juice, chia seeds, and sweetener. For extra flavor, add a few sprigs of mint.

#### 6. Jam

Chia seeds and jam may seem like an odd combination, but the seeds serve as a natural gel thickener. Chia seed jam is thinner than traditional jam, but easy to spread on toast and muffins, or drizzle over yogurt, hot cereal, and ice cream.

To make a simple chia seed jam, add 2 tablespoons chia seeds to about 2 cups of mashed fresh fruit. Add sweetener like honey or agave as desired, and let the mixture sit for at least 10 minutes. As the mixture sits, it will take on a jam-like consistency. For a thicker jam, cook the mashed fruit and sweetener over low to medium heat for about five minutes before adding the chia seeds.

## Two Rules for Safe Outdoor Meals

When cooking and serving meals outdoors, remember to make food safety part of your planning. Keep these two guidelines in mind:

### 1. Don't Cross Contaminate

- When marinating food for grilling, refrigerate during the marinade process.
- Keep your raw fish, meat, and poultry away from any cooked or ready-to-eat foods.
- Have a clean plate to carry food to and from the grill.
- Wash and sanitize all surfaces and utensils after they have been in contact with raw fish, meat, or poultry.
- Be sure to have an extra clean utensil to remove cooked food from the grill.



### 2. Use a Food Thermometer

Experienced cooks may think they know when food is done just by looking at it, but this may not be the case. Burgers can turn brown before they are fully cooked. Germs that cause foodborne illness are not killed until a safe internal temperature is reached. This is where a food thermometer comes in. Using a food thermometer is the only way to know your food is done and safe to eat.

Use a thermometer to test for doneness:

- Fish—145°F
- Steaks, chops—145°F
- Ground meat—160°F
- Poultry—165°F

Source: [iastate.edu/wellness](http://iastate.edu/wellness)

## Cardiorespiratory Fitness Linked to Reduced Risk of Certain Cancers

People with high cardiorespiratory fitness are at markedly reduced risk for developing lung or colorectal cancer, and if they do develop one of these cancers, they have a lower mortality rate than their counterparts who are not fit, according to an observational study in the journal *Cancer*.

Researchers studied 49,000 people, ages 40 to 70, without cancer who underwent treadmill stress testing to evaluate their cardiorespiratory fitness and were then followed for an average of eight years.

Those who were fittest had a 77% lower risk of developing lung cancer and a 61% lower risk of colorectal cancer than those who were least fit. Age, race, weight, smoking history, and several other factors were controlled for.

Among people who developed lung or colorectal cancer, the fittest had, respectively, a 44% and an 89% lower mortality rate during the follow-up period than the least fit. People who were only moderately fit also had reductions in these risks, although less dramatic ones.

Source: *UC Berkeley Wellness Letter*, May 2021

## Exercise of the Month

### ROLLING SIDE PLANK

This exercise targets the core and obliques. It creates a lot of instability, which forces our core to compensate to protect our spine.

- Begin in a forearm plank with your shoulders, back, and butt in a straight line. Keep your abs tight and engaged, and your spine neutral.
- Now roll to your left forearm into a side plank with your right arm raised straight into the air, feet stacked on top of each other (or staggered for better balance) and your hips raised up. Hold briefly at the top.
- Roll back into the original forearm plank.
- Roll to your right forearm into a side plank with your left arm raised above you, then return to the original plank.
- Keep on rolling between forearm plank and side planks. You will feel the burn in your core and obliques quite quickly.





## CFD1 Wellness Program Contact Information:

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

### Chief of Health & Safety

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

### Wellness Specialist

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

### Medical Assistant II

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

### Medical Assistant

Ellen McAdoo  
Office: 503-742-2899  
ellen.mcadoo@clackamasfire.com

## Recipe of the Month: Blueberry Oatmeal Chia Seed Muffins

### INGREDIENTS

- 1 cup all-purpose flour
- 1 cup white sugar
- 2 1/2 tsp baking powder
- 1 tsp salt
- 1/2 tsp baking soda
- 1 cup rolled oats
- 1/2 cup chia seeds
- 1 cup orange juice
- 1/2 cup applesauce
- 1/2 cup cooking oil
- 2 eggs, beaten
- 2 cups blueberries
- 2 Tbsp brown sugar
- 1/4 tsp ground cinnamon



### PREPARATION

1. Preheat oven to 375 degrees. Grease 24 muffin cups or line with paper liners.
2. Sift flour, white sugar, baking powder, salt and baking soda together in a large bowl; add oats and chia seeds.
3. Mix orange juice, applesauce, oil, and eggs together in a bowl; stir into flour mixture until batter is just combined. Fold blueberries into batter.
4. Spoon batter into prepared muffin cups, filling 3/4 full.
5. Mix brown sugar and cinnamon together in a bowl; sprinkle over batter.
6. Bake until a toothpick inserted in the center of a muffin comes out clean, 18-20 minutes.

### Nutrition Facts:

Servings: 24  
Serving Size: 1 muffin  
**Per serving:**  
Calories: 140  
Fat: 6g (1g saturated fat)  
Protein: 2g  
Carbohydrate: 20g  
Fiber: 2g  
Sodium: 181mg

Source: [www.allrecipes.com](http://www.allrecipes.com)

## DID YOU KNOW?

Gardening can help improve stress levels. Plant a small garden, cultivate a flower box, or if space is really limited, plant a few flower pots. Just putting your hands in soil is “grounding.” And when life feels like you’re moving so fast your feet are barely touching the stuff, being mentally grounded can help relieve physical and mental stress.

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Assistant Chief Brian Stewart

Re: Office of Strategic & Business Services Monthly Report – July 2021

---

In July, the District's strategic and business services' teams focused on providing high quality services as the Command and General Staff team continued to draft the strategic plan and establish district and division-level goals. This month also provided a shift for many, including me, toward normal operations - as the scope of each division was refined under the new organizational structure.

Notable activities during July included:

- Continued transitioning of responsibilities between me and others for programs and projects.
- Participated in Regional Disaster Preparedness Organization discussions regarding available UASI funds – proposing and supporting projects that would be beneficial for Clackamas Fire and the region.
- Appointed as temporary (up to six months) Chief Examiner for civil service.
- Labor Management relations and bargaining.
- Deployment from the Wrentham Market Fire shifted to the Sunset Valley Fire and Hood River/Wasco County Pre-Positioning as division supervisor (trainee).
- Deployed with the OSFM Red Team to the Grandview Fire.
- Deployed with OSFM Red Team to the Bootleg Fire.

Respectfully submitted,

Assistant Chief Brian Stewart

### Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Division Chief Doug Whiteley

Re: Community Services Division Monthly Report – July 2021

---

- Met with Firefighter Bargaining Team for bargaining.
- Attended weekly Battalion Chief group meetings.
- Attended the monthly Milwaukie Redevelopment Commission Community Advisory Committee meeting.
- Attended the weekly Command and General Staff Meeting.
- Worked on updating and developing policies.
- Met with staff regarding consistency on administrative practices.
- Met with Clackamas River Water regarding water usage and wildfires.
- Attended the Fire District Community Town Hall at Station 18.
- Attended the Emergency Services Foundation meeting.
- Outlined the Fire District participation for National Night Out.
- Met with Community Services staff regarding duties and assignments.
- Outlined community engagement plans.
- Developed community talking points for month.
- Attended the Health Insurance Committee meeting.
- Working on updated organizational goals and objectives.
- Participated in Oregon City Chamber Board meeting.
- Participated in Oregon City Chamber sub-committees.

## Public Education

From: Deputy Fire Marshal Captain Kari Shanklin

---

Public Education staff worked with the Fire Marshal's Office staff and apparatus companies to conduct or participate in 11 community activities in July 2021. These included the delivery of safety materials, File of Life requests, attendance at community meetings, and wildfire open houses. Most in-person fire safety presentations, station tours, and a number of other public events are temporarily suspended.

- Staff attended internal Zoom meetings/webinars for organizational briefings, Ops North Battalion breakout sessions, and Community Affairs Division.
- Staff attended other meetings for Oregon Impact, Community Risk Reduction, Peer Support, and Oregon State Fire Marshal's Office.
- Staff covered daytime and 24-hour PIO shifts.
- Staff attended and presented at CFD1 Wildfire Town Hall Meetings at Eagle Creek Station 18 and Beavercreek Station 10.
- Staff attended and presented at Fire Preparedness in a Clackamas County Webinar.
- Staff presented on fall prevention and File of Life at Vineyard Place.
- Staff worked on tasks for Hilltop Health & Safety Fair.
- Worked on logistics for administration and distribution of wildfire fuels reduction/chipper grants. Staff processed 21 applications and completed 17 site visits in the month of July.

Respectfully submitted,

Division Chief Doug Whiteley

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Fire Marshal Shawn Olson

Re: Fire Marshal's Office Monthly Report – July 2021

---

**Engineering** Fire Marshal's Office staff reviewed plans for 50 buildings and land use projects in the month of July 2021. In addition, 21 new construction inspections and four tenant improvement inspections were completed.

**Enforcement** A total of 220 inspections were carried out in the month of July 2021. These include fire and life safety inspections, special inspections, lockbox inspections and target hazard inspections completed by the fire companies and the Fire Marshal's Office Staff.

**Additional Notes from the Fire Marshal:**

- FMO Investigators are assigned to first alarm assignments. This allows fire investigators the means to arrive early during operations, to obtain witness statements early and observe fire behavior. This also means incident command will not need to directly request investigators.
- FMO Investigators have conducted 18 fire investigations within the last 30 days. Fire causes have ranged from unattended cooking, poorly discarded ashes/cigarettes, or mechanical failure of equipment.
- FM attended OFMA board meeting. Finalized strategic plan and discussion on upcoming legislative items related to SB 762-Wildland Urban Interface.
- FM attended Rulemaking Advisor Council (RAC1) meeting. A diverse group of stakeholders to determine the definition of the Wildland Urban Interface in Oregon.
- FM attended Oregon Fire Sprinkler Coalition.
- FM conducted a presentation for the Clackamas Education Services District. Topic included Fire Training for School Facilities and Operations Managers.

Respectfully submitted,

Fire Marshal Shawn Olson

## Clackamas Fire Inspections

### 2021 Occupancy Inspections YTD

January - July

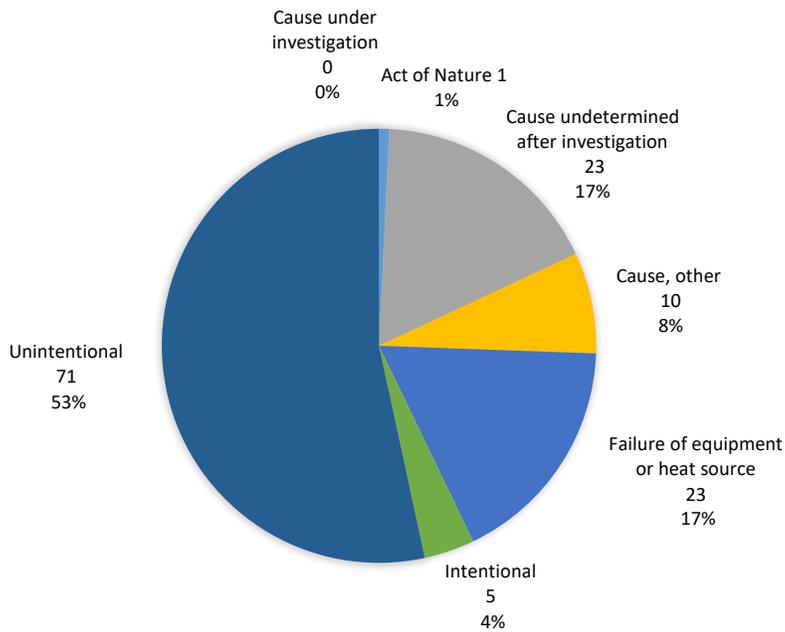
Assigned To	Actions	Completed
Division, Fire Marshal Office	INSPECTION - 1 Year	77
	INSPECTION - 1 Year Apartments	76
	INSPECTION - 2 Year	2144
	INSPECTION - 2 Year Apartments	147
	INSPECTION - Marijuana Facility	31
	INSPECTION - Schools	105
Division, Fire Marshal Office	Total	2580
	Grand Total YTD	2580

### 2021 Special Inspections - Current

July

Assigned To	Actions	Completed	
Division, Fire Marshal Office	INSPECTION - Burn Permit	0	
	INSPECTION - Fire Access & Water Supply	1	
	INSPECTION - Fire Alarm	0	
	INSPECTION - Lock Box	1	
	INSPECTION - New Construction	21	
	INSPECTION - Special	8	
	INSPECTION - Target Hazard	0	
	INSPECTION - Tenant Improvement	4	
	MEETING - General Development/Design	7	
	MEETING - Land Use	2	
	MEETING - On Site	1	
	MEETING - Pre Application	3	
	PERMIT - Fireworks	2	
	PLAN - Fire Access & Water Supply (Commercial)	13	
	PLAN - Fire Access & Water Supply (Residential)	35	
	REFERRAL/COMPLAINT - Citizen	0	
	REFERRAL/COMPLAINT - State	0	
	Division, Fire Marshal Office	Total	98
		Grand Total	98

## Clackamas Fire District #1 2021 Structure Fire Cause of Ignition



Year	Fire Cause of Ignition	Incidents	%
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%
<b>2016 Total</b>		<b>78</b>	<b>100.00%</b>
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%
<b>2017 Total</b>		<b>93</b>	<b>100.00%</b>
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%
<b>2018 Total</b>		<b>114</b>	<b>100.00%</b>
2019	Act of Nature	1	0.75%
	Cause under investigation	2	1.67%
	Cause undetermined after investigation	16	13.33%
	Cause, other	6	5.00%
	Failure of equipment or heat source	22	18.33%
	Intentional	8	6.67%
	Unintentional	65	54.17%
<b>2019 Total</b>		<b>120</b>	<b>100.00%</b>
2020	Act of Nature	0	0.00%
	Cause under investigation	22	10.00%
	Cause undetermined after investigation	30	13.64%
	Cause, other	18	8.18%
	Failure of equipment or heat source	21	9.55%
	Intentional	14	6.36%
	Unintentional	115	52.27%
<b>2020 Total</b>		<b>220</b>	<b>100.00%</b>

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

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Division Chief Joshua Gehrke

Re: Human Capital Division Report Monthly Report – July 2021

---

The following body of work represents the collective effort in Human Resources to meet the mission of the fire district. Although many of the tasks were specific to individuals, we as a team work together to accomplish our goals and objectives. The fire district has ushered in tremendous change as of late and I appreciate the work from this team!

### **DEI, Professional Development & Testing:**

- Funding available for the apprenticeship program through the budget reconciliation bill HB5006 has not been prioritized by the Department of Administrative Services to include notification of the fire district. Parameters will be forthcoming but in short, \$2 million is approved for Clackamas Fire District #1 to hire firefighter apprentices.
- Completed EEO4 reporting which has traditionally been every two years, now will transition to reporting every year
- Weekly Human Resources Team Briefings and planning
- Organized various Chief interviews
- Successfully completed the Fire Inspector process and list was published
- Hired a new Fleet Technician
- Continued work on the Suppression Captain promotional process
- Held the regular quarterly Civil Service meeting
- Began work on a special Civil Service packet
- Updated employee files with certifications, PAFs, comp time, change of address, new employee information/bios, etc.
- Began the process of hiring a new Certified Athletic Trainer
- Processed conditional job offers and pre-hire screening for last additional Wildfire Hand Crew temp labor hires and began firsthand crew term process for existing hand crew staff needing to end wildfire season early
- Psych exams for volunteer academy applicant pool completed and in review

- Researched future psych examination provider options for pre-hire requirement for sworn personnel

**Documents, Policy & Process:**

- A vast majority of updated district policies are now posted and live on district SharePoint. Departments needing policy updates have been contacted to initiate edits and rewrites through contact with department heads.
- Assisted district staff with personnel issues and disciplinary processes
- Updated employee files with certifications, PAFs, comp time, change of address, new employee information/bios, etc.
- Began review of HR forms migrated to JotForm format for updates and functionality
- Personnel action form discussion with Community Services Chief Whiteley

**Benefits:**

- SAIF Worker's Comp 2021 dividend rebate was received in the amount of \$265,729.00 signaling another good claim year/ cycle for the district
- Researched fraudulent claims charged to Clackamas Fire through the State Unemployment division
- Responded to neighboring department requests for wage and benefit information for non-sworn staff wage comp processes
- Processed subpoena, bereavement, jury duty, and OFLA/ FMLA leave for personnel
- Processed tuition pre-approval requests for upcoming fall and spring terms
- Worker's Comp claims and return to work for new claims and light duty assignments
- Set up and attended the monthly Insurance Committee meeting through Zoom
- Finalized all FSA payroll deductions in Munis for Open Enrollment.
- Worked closely with Equitable to roll out the census enrollment for Dental
- Attended a webinar on the enrollment of Equitable and how the billing piece worked
- Finalized all Retiree Statements and changes for the Open Enrollment period
- Worked with a retiree to set up their VOYA distribution forms and/or to get their PEHP contributions changed over to the new premium amounts
- Worked with four employees to help them with processing claims and making sure that they were sent out, etc.
- Finalized the PCORI tax form 7720 and worked with Loomis on the information needed. It was sent to the IRS along with the funding.

**LBG:**

- Worked with Kris and Kristen on ongoing and new claim issues
- Both HR and the Office of Financial Services are reviewing current LBG contract

**Health Trust:**

- Held the quarterly Health Trust meeting. We went over the finances and made edits to the Summary Plan document.
- In July, the Trust paid out an offset total of \$6,649.00 for 51 of our retiree members

**Additional Projects, programs, or process:**

- Continued to work on contract bargaining with Local 1159 and ongoing labor management meetings
- Volunteer Association briefing on apprenticeship program funding
- CCOM Executive Board updates and briefing from Clackamas 911 Director Cheryl Bledsoe
- Sandy Fire District No. 72 and Clackamas Fire District #1 feasibility study RFQ/RFP closed on July 19, 2021 with three proposals, and review

Respectfully submitted,

Division Chief Joshua Gehrke

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Division Chief Michael Carlsen

Re: Support Services Division Monthly Report – July 2021

---

Like June, July has proven to be a significant month of activity. On July 1<sup>st</sup>, I spent approximately 12 hours at CCOM ensuring the communications aspect of Estacada's repatriation went well. While there were several challenges, we pulled through with success. CCOM, one of our strategic partners, provided an excellent level of dispatch. We thank CCOM for their efforts.

The month of July saw just under 120 CAD changes. I took the opportunity to sit with our CCOM technical representative to learn how Response Plans are created, updated, and executed. This was an enlightening several hours.

During the Hwy 99E brush fire, I responded Code 3 from home to CCOM to stand-up the Fire Liaison. Primary duties included move-ups and coordinating with the FAA to establish Temporary Flight Restrictions from zero feet to 15,000 feet. About two weeks after this fire, I met with Clackamas County Disaster Manager and CCSO Captain O'Neill to discuss challenges faced during the Level III evacuation process. This was an excellent collaborative meeting with strategic partners.

Work continued on finalizing the Sandy-Clackamas Feasibility study. After a 30-day advertisement, we received three written proposals. The next steps will be oral presentations. We look forward to continued momentum.

A few additional monthly tasks:

- Continued to attend Tuesday/Wednesday/Thursday Ops Briefs.
- Significant time spent in CBA negotiations with Fire Fighters and Battalion Chiefs
- Weekly Monday Command and General Staff meetings
- C800 Meetings
  - Multiple meetings with the Director of C800 to discuss transition of VHF Overlay
  - Working on establishing coverage needs for a new VHF back-up system
- CCOM User Group Meetings
- CCOM Executive Board meeting
- Division meetings with Managers
- Multiple Dispatch issue resolutions with CCOM

- Board Meeting regular session attendance via Zoom
- Continued to develop Sandy-Clackamas Feasibility Study with DC Gehrke, Sandy Fire DC McKinnion and Legal counsel
- Work to create Multi-Agency Fire Liasion Coordination Center at CCOM
  - Continued work with Gladstone Fire BC Tighe Vroman to establish protocols for Dispatch Liasion
- Served as District Coverage Chief

Respectfully submitted,

Division Chief Michael Carlsen

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Fleet Services Manager Bill Bischoff

Re: Fleet Services Department Monthly Report – July 2021

---

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

### Engines

- 2-118 E314- Check Engine light and driveability problems
- 2-119 E319- Misc write-ups and other repairs- Prep for service as E306
- 2-125 E306- Misc write-ups and needed repairs. Becoming SQ319 set up
- 2-122 E307- Begin PM and write-ups on pumper

### Trucks / Heavy Rescue

- 2-205 T319- Complete PM and write-ups
- 2-365 HR305- Still at Hughes Fire for major body warranty repairs
- 2-200 T316R- Misc write-ups after use and prior to retuning to Station 2
- 2-361 HR305R- Charging and Air compressor activation problems

### Brush Rigs / Water Tenders / Boats

- 2-308 IE309- Post Conflag PM and write-ups. Foam Pump leak
- 3-320 BR310- Post conflag PM and write-ups. New fire pump assy
- 2-931 BT319R- Engine overheating at times when runing in river wide open
- 2-422 WR319- Engine overheating
- 2-932 BT319- Engine overheating. Pump sucked up debris
- 2-334 WT324- Post Conflag PM and several write-ups

### Staff Vehicles / Medic

- 2-445 M323- PM and write-ups. Becoming new medic reserve
- 2-447 M303- Minor write-ups and warranty work
- Several staff vehicles in for PM and minor repairs
- 2-707 New BC302- Completed the set up and placed new BC302 into service
- 2-708 New BC301- Work on getting new BC301 rig completed and in service

#### Other Items

- Fleet began working on Hoodland Fire and Sandy Fire's fleets right away, beginning with the most problematic apparatus. Some long-term problems have now been repaired and both Districts are happy to have their functional pumpers back.
- Aerial Testing for all District aerial apparatus took place in July. Fleet assists with each truck at certain levels as well as each outside agency truck as needed.
- Fleet performed post-conflag work on several apparatus that returned from fires around the state. Our own agency as well as Sandy, Hoodland, Canby, and Lake Oswego fire districts all needed several apparatus repaired to be placed back into service. All this work postponed other scheduled work that was coming to the shop.
- Fleet staff dealt with several high heat related issues on many apparatus throughout the District during working hours as well as after hours. There was also a lot of after hours calls and time spent dealing with vehicles down at various fires within the state.
- There was also several staff vacations throughout the month of July, which left us short handed much of the month. Staff completed initial interviews and chiefs interviews for the new Fleet Technician position and the new person will begin working on Monday August 9<sup>th</sup>.

Respectfully submitted,

Fleet Services Manager Bill Bischoff

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Facilities Services Manager Scott Vallance

Re: Facilities Services Department Monthly Report – July 2021

---

- 130<sup>th</sup> Ave - PFAS work continued with the return of the surface material/storm drain test results. While there are traces on the training grounds and Station 8 drive, the concentrations were very low, which is very encouraging. We will be studying the results in August and preparing options for moving forward.
- Station 18 – While the work to prepare the station for 24/7 crews was completed early in the month, we have continued work there to improve the overall station to include paint, floor replacement (to replace failing VCT), lighting changes, and some room changes.
- Continued to gather quotes for Fuller Rd. House (FRH) improvements.
- Continued field mowing to keep fire fuels low in our rural stations.
- Much of this month was spent on many individual requests for services in all facilities.

Respectfully submitted,

Facilities Services Manager Scott Vallance

# Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Logistics Manager DeAnn Cordes

Re: Logistics Department Monthly Report – July 2021

- Logistics processed 265 requisitions entered into Munis. This is down 15.9% from July of last year. Fleet parts procesed 114 requisitions entered into Munis. This is up 3.5% from July of last year. These include stock items and items needing to be purchased directly from the vendor.
- The numbers below represent the total number of items Logistics received and issued during the month of July:

Warehouse	Qty Received	Qty Issued
Fleet Parts	385	529
Logistics	3983	5091

- Logistics filled and delivered 35 orders for controlled medications; which is up 25.7% from July of last year.
- Staff attended, via Zoom, the EMS Committee meeting this month.
- Staff spent a day and a half helping Tammy Owen in Public Education move their swag from station 3 to station 15.
- Staff help move chairs to station 18 and then to station 10 for the Wildland Town Hall.
- Met with Chief Mulick and Fleet Manager Bischoff regarding hose and equipment for reserve, training and volunteer engines. We discussed minimum hose and equipment for those apparatus should they need to be staff. Logistics is gathering costs for Operations.
- Met with Emergency Manager Ramirez to discuss diaster prepardness for Logistics. We came up with goals, objectives, and a plan to moving forward should logistics support be needed for a disaster.
- Made and activated one ID/access card, one sticker and one bracelet, deleted nine devices (ID card, bracelet, etc.). Communicated the changes with Sonitrol.

Respectfully submitted,  
Logistics Manager DeAnn Cordes

## Office of Strategic & Business Services

To: Chief Nick Browne and the Board of Directors

From: Chief Technology Officer Oscar Hicks

Re: Technology Division Monthly Report – July 2021

---

The following highlight of work includes those activities completed within the Technology Services Division. Additional reports included are from CISM Watkins and DSM Hopkins.

- Participated in the RT100 map testing and implantation for new CAD version.
- Attended MAJCS weekly briefings on Central Square CAD update timeline.
- Initiated collaboration talks with TVFR and Lake Oswego fire agencies regarding creating system redundancy between the agencies with CAD database replication.
- In the process of updating the CFD1 NetMotion environment to a cloud hosted environment to provide business continuity, and administrative flexibility.
- In the process of doing application audits and end user requirements gathering to refine data being requested.

It has been a short time, but I am looking forward to the great things this team can provide to the organization in meeting the mission.

Information Technology Services Department

From: Computer Informations Systems Manager - CISM Watkins

---

### **In Progress/On-going:**

- SQL Server upgrades to allow common database standards
- MDC and tablet upgrades
- Wi-Fi upgrades district wide
- Voice over IP update
- SharePoint level e-faxing
- End-User training development Office 365

- Office 365 / SharePoint implementation
- Removal of Windows 7 Desktop environment

**Completed:**

- Network Core Switch upgrade district wide

Data Services Department

From: Data Services Manager - DSM Shelby Hopkins

---

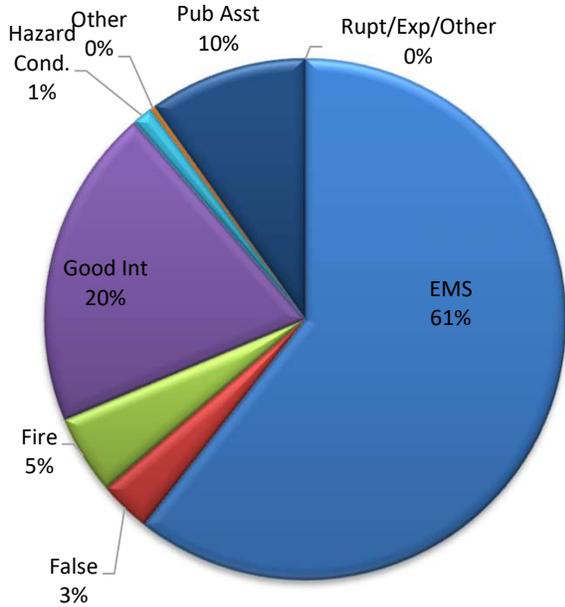
- Updated the public records request online form to allow for online payments and a more streamlined request process. A huge thanks to AT Ode, PS Holst, and ITS for their assistance!
- Worked with ESO and ITS to resolve two separate CAD feed outages during the month of July. These outages caused slight delays in incident reporting.
- Worked with ESO and ITS to adjust the ESO CAD feed to reflect service area changes as of July 1, 2021. Estacada incidents were removed from the CAD feed, except in cases where mutual aid was provided.
- Processed Monthly LOSAP reporting to Volunteer Services.
- Attended Technology Services Organizational Goals and Priorities meeting.
- Processed personnel moves in Munis and TeleStaff.
- Attended meeting with EF Recovery re: Ambulance Transport and Cost Recovery billing.
- Presented Munis Cubes and SQL SSRS Reporting features to CFO Whitaker.
- Compiled Ambulance Service Performance report per county compliance.
- Coordinated GIS projects with contractor.
- Worked with Kronos (TeleStaff) and Munis support to correct various technical glitches.
- Continued transitioning forms to JotForms for each department, as well as any new or urgent requests.
- Processed preplan updates.
- Responded to incident and archive public records requests.

Respectfully submitted,

Chief Technology Officer Oscar Hicks

# Clackamas Fire Dist. #1 Emergency Services Report

## July 2021



Incident Type	Data
EMS	1489
False	78
Fire	121
Good Int	490
Hazard Cond.	31
Other	7
Pub Asst	241
Rupt/Exp/Weather	0
<b>Grand Total</b>	<b>2457</b>

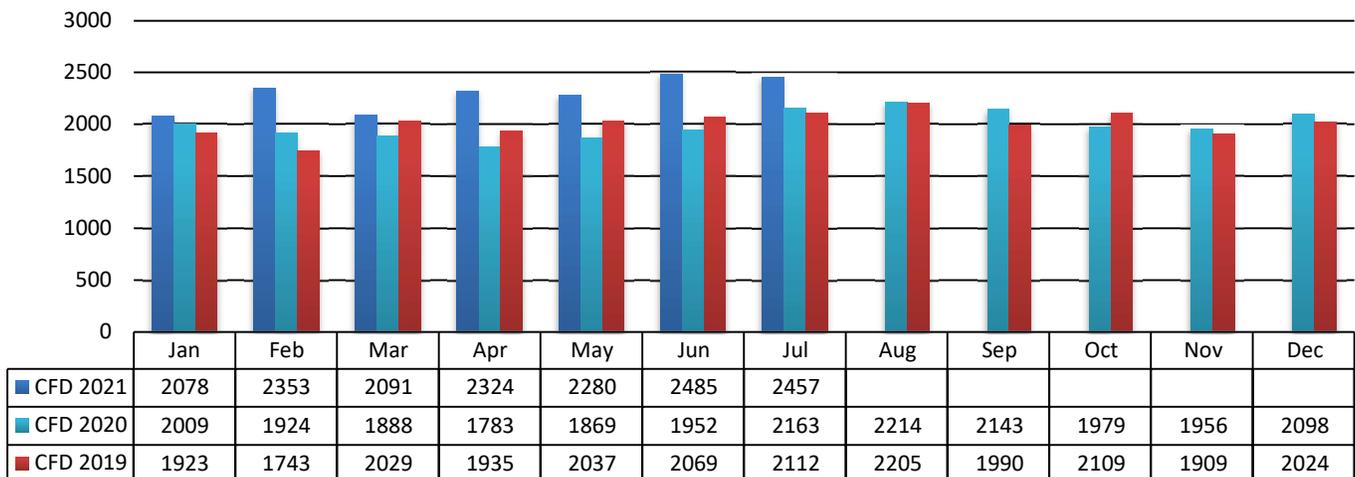
### Year to Date

Incident Type	2019	2020	2021
EMS	9501	8767	10102
False	567	517	592
Fire	411	357	503
Good Int	1251	1970	2863
Hazard Cond.	643	174	386
Other	2	10	20
Pub Asst	1461	1789	1590
Rupt/Exp/Weather	12	4	12
<b>Grand Total</b>	<b>13848</b>	<b>13588</b>	<b>16068</b>

\*Mutual Aid Given Incident Not Included

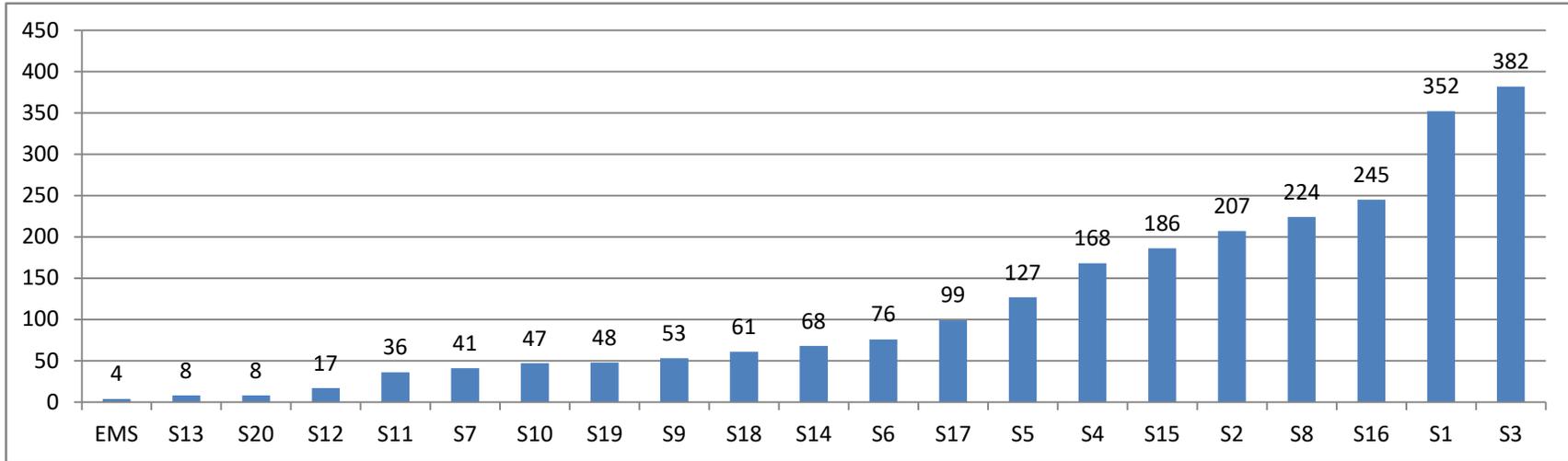
\*\*Changes in Good Int and Hazard Cond. due to compliance with NFIRS requirements.

### Total Incidents by Month

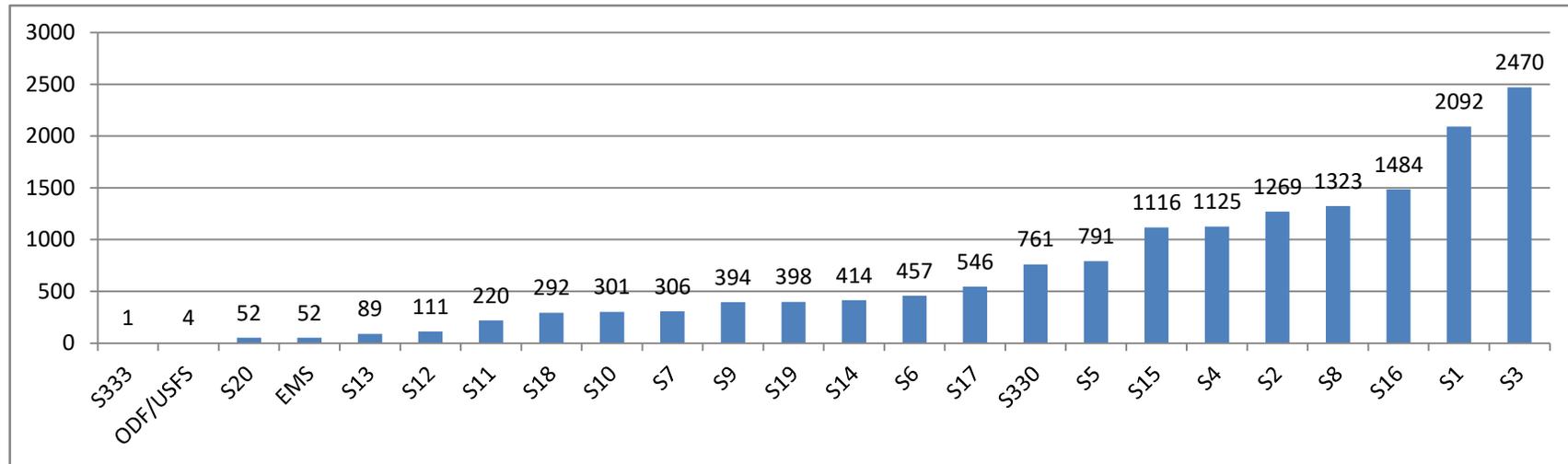


### Incident Count by Planning Zone

July 2021



### Year to Date

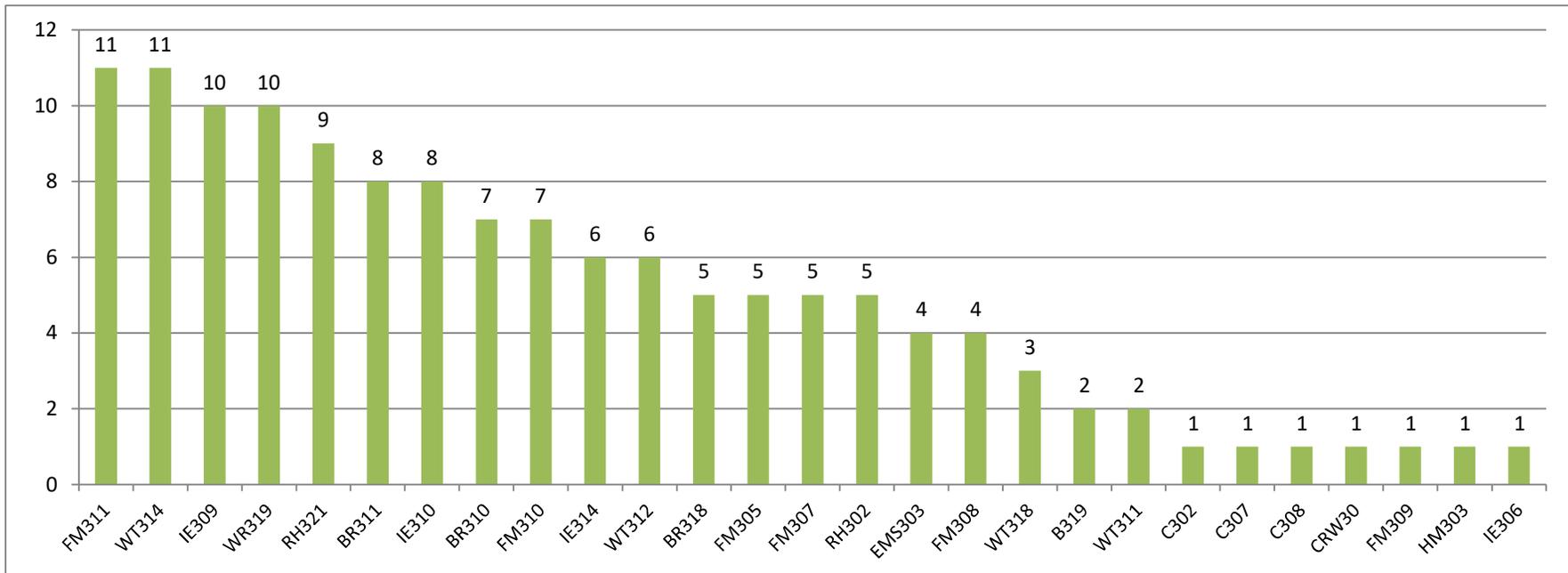
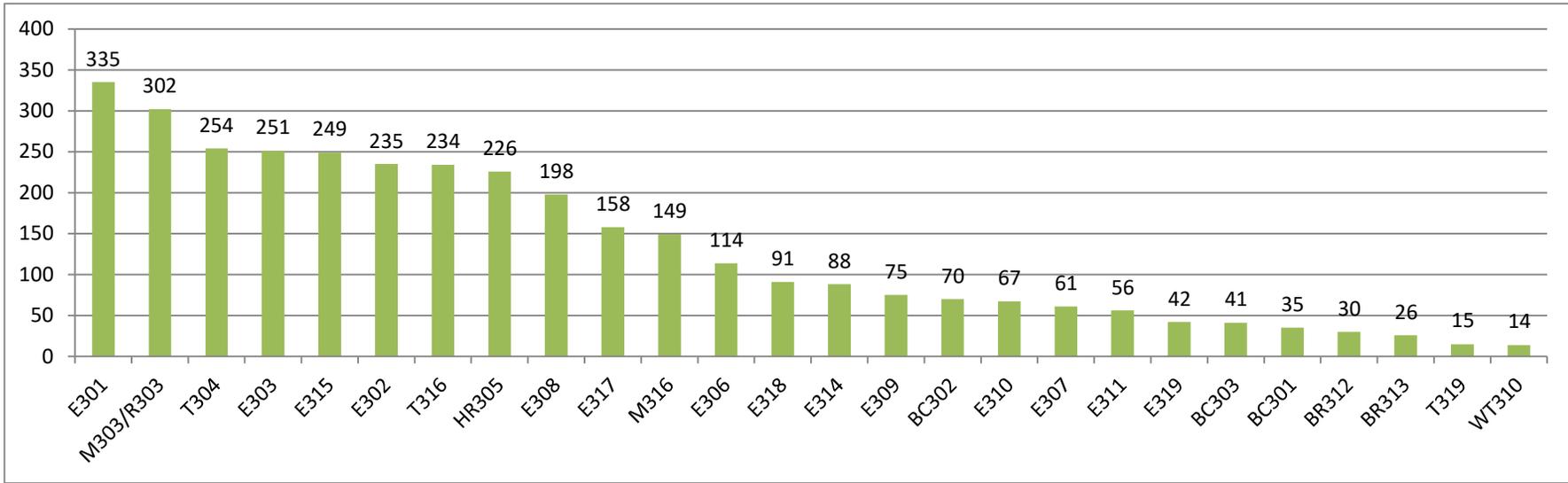


**July 2021**  
**Time Apparatus Committed**  
 (Dispatch to Clear )

Unit	Cleared Responses	Total Time Committed (hours)	% Time Committed
BC301	37	24.28	3.26%
BC302	71	41.40	5.56%
BC303	42	25.48	3.43%
E301	323	88.85	11.94%
E302	239	67.92	9.13%
E303	258	65.97	8.87%
E306	114	32.35	4.35%
E307	61	24.22	3.25%
E308	194	63.67	8.56%
E309	79	26.45	3.56%
E310	72	22.78	3.06%
E311	57	22.33	3.00%
E314	90	27.18	3.65%
E315	257	76.75	10.32%
E317	156	47.42	6.37%
E318	93	35.68	4.80%
E319	48	10.60	1.42%
HR305	233	62.37	8.38%
M303	185	97.55	13.11%
M316	149	100.00	26.88%
R303	114	36.28	4.88%
T304	259	60.93	8.19%
T316	240	65.40	8.79%
T319	16	4.32	0.58%



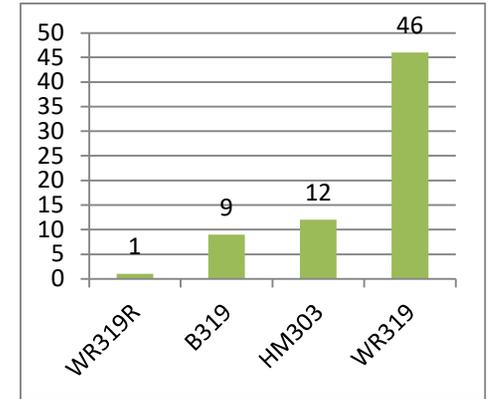
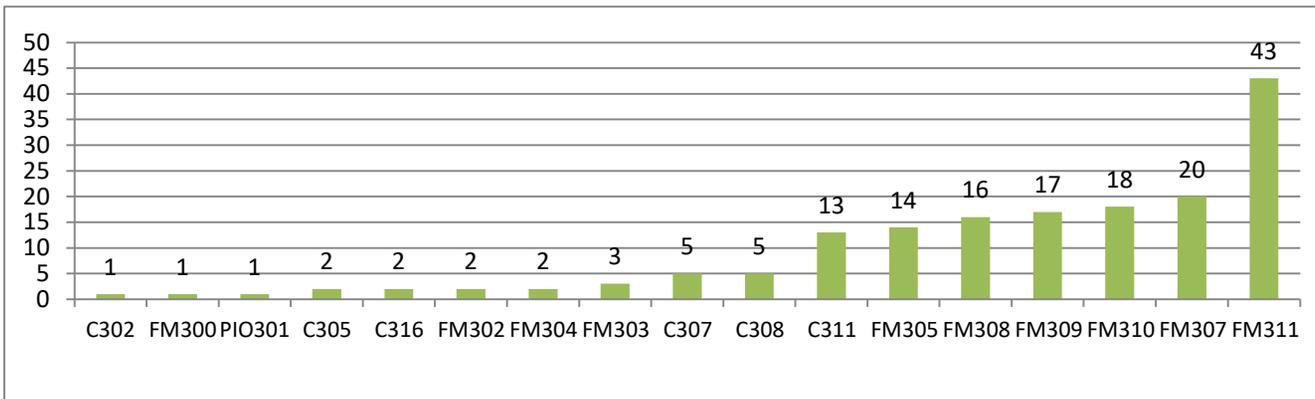
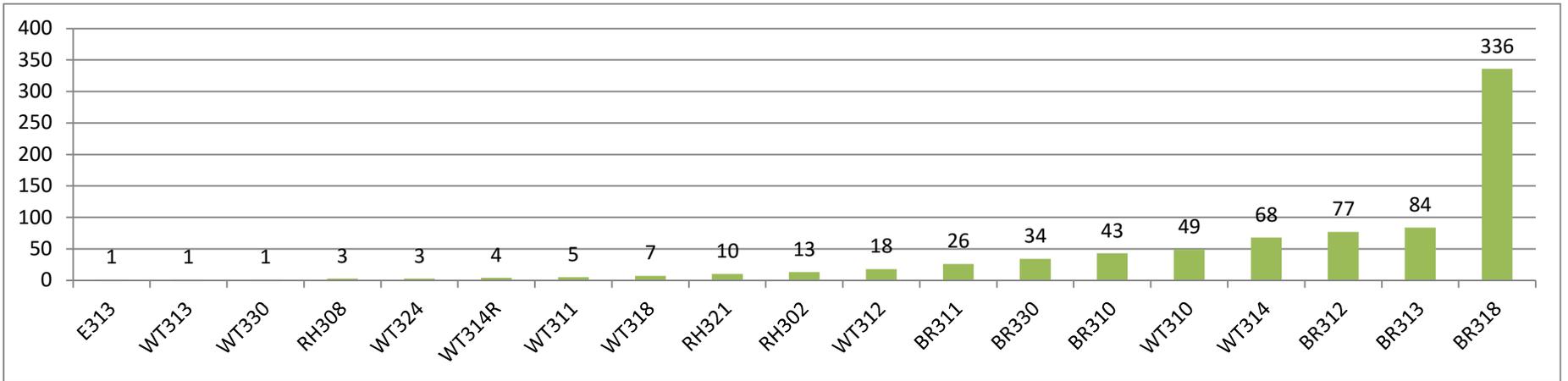
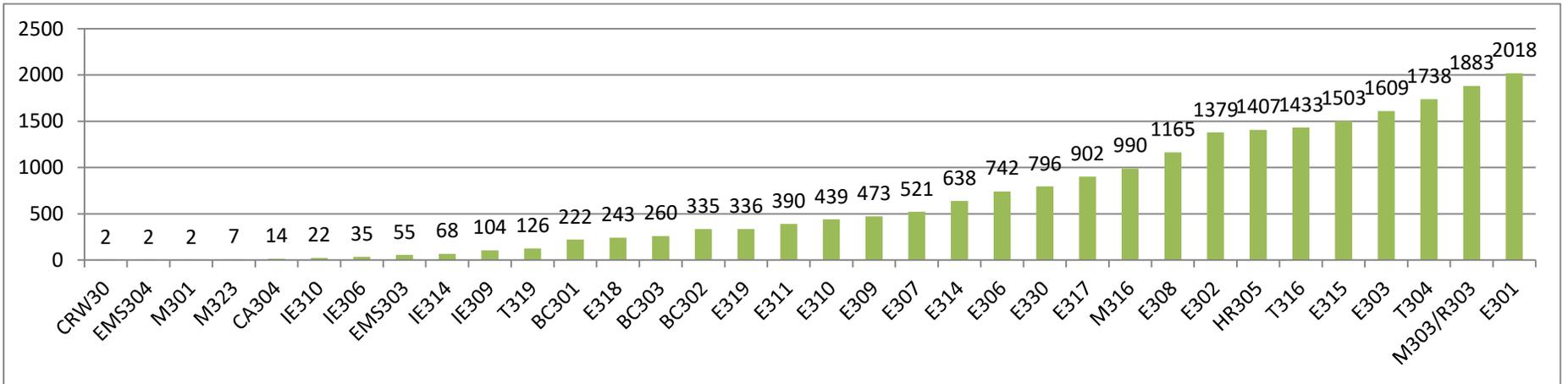
**Incident Response by Apparatus**  
*(Including Mutual Aid Given)*  
**July 2021**



# Incident Response by Apparatus

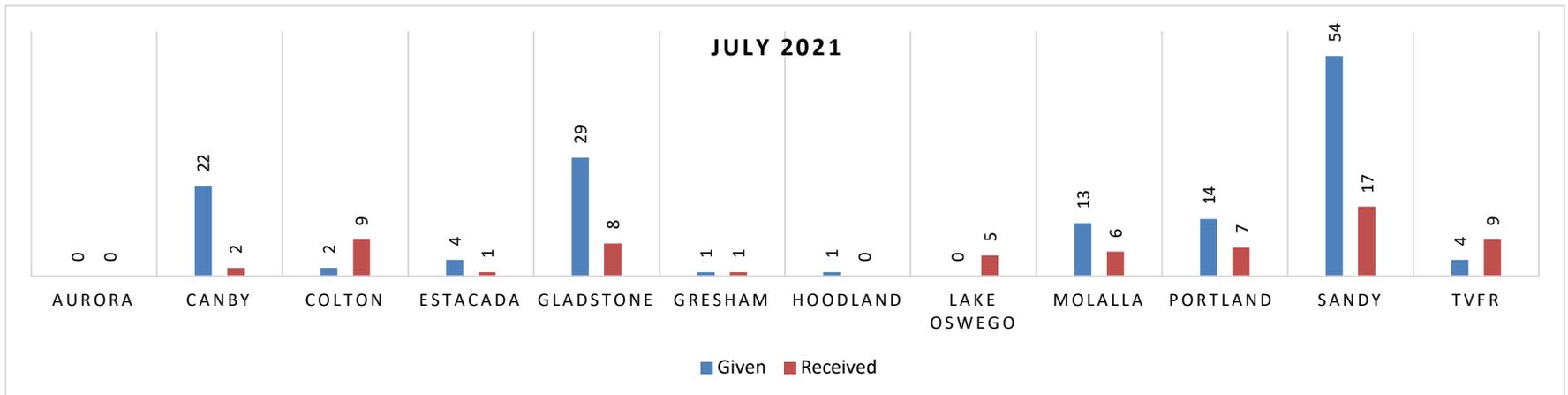
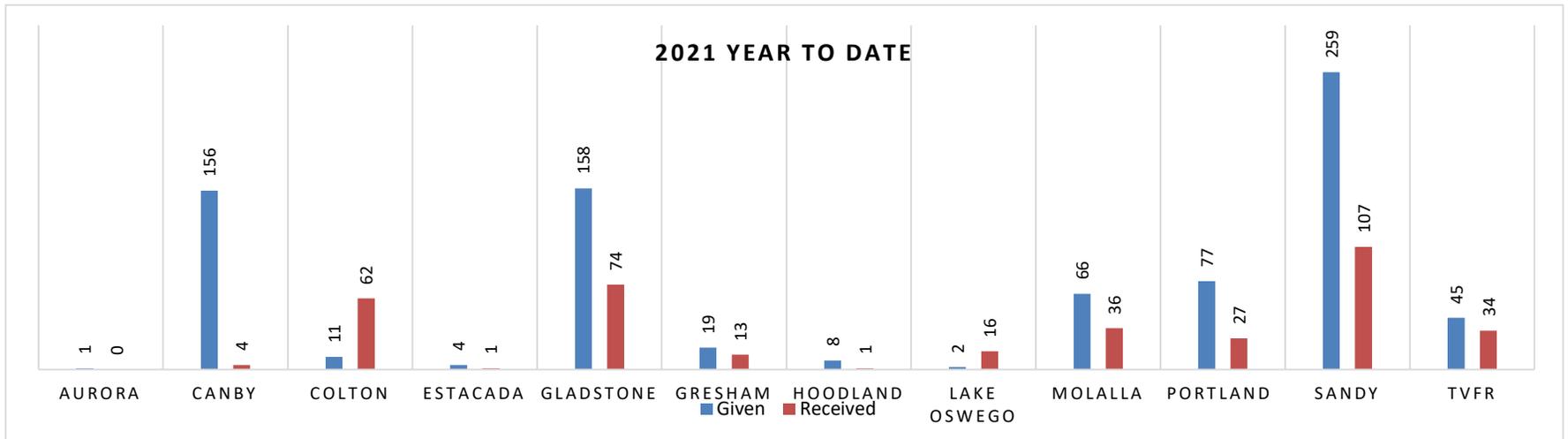
(Including Mutual Aid Given)

Year to Date 2021



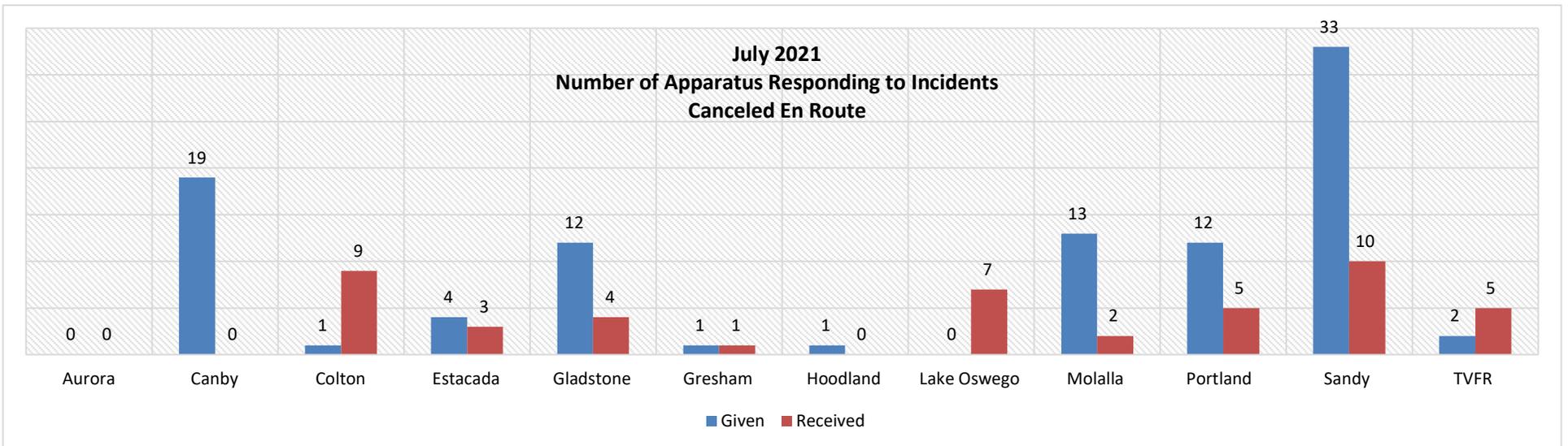
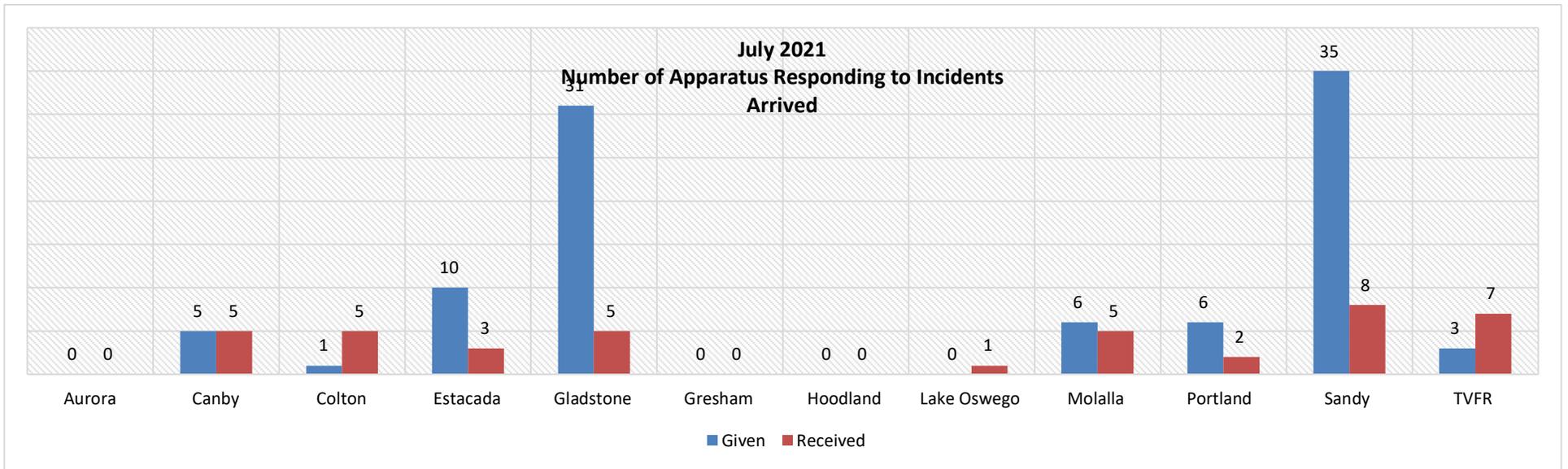
## Mutual Aid Given to Mutual Aid Received by Agency by Incident

*\*Includes Canceled En Route incidents*



### Mutual Aid Given to Mutual Aid Received by Agency by Apparatus

*\*Does not include apparatus that did not go en route.*



## Office of Financial Services

To: Chief Nick Browne and the Board of Directors

From: Chief Financial Officer Mark Whitaker

Re: Office of Financial Services Monthly Report – July 2021

---

Throughout the month of July, I continued to learn about the fire district's finances and internal processes. With the Fire Chief and Command and General Staff, we identified two strategies to meet the district's priority of Financial Health and Stability:

1. Increase confidence in the Fire District's financial systems
2. Improve financial transparency and reporting

We are developing detailed goals and tasks for these strategies to ensure that we are making progress toward improving the district's financial condition.

Other notable activities in July included:

- The Finance team continued to work on the year-end closing process, from processing invoices to gathering information for the external auditor's visit, currently scheduled for November 15-19. The fire district is also required to complete an actuarial valuation of the Health Trust as part of the year-end process to comply with GASB 75. Consultants from the SilverStone Group will complete this analysis.
- Finance staff are working with Human Resources to implement improvements to the process for paying and posting health insurance-related expenses. Automating this process will eliminate manual journal entries to post, save staff time, and improve the accuracy of expenses posted.
- Finance has begun working on reimbursement packets for the summer wildfire deployments. The first packets are due to OSFM in September.

Respectfully submitted,

Chief Financial Officer Mark Whitaker

# Emergency Services Division

To: Chief Nick Browne and the Board of Directors

From: Division Chief Josh Santos

Re: Emergency Medical Services Division Monthly Report – July 2021

---

The following summary of work includes those activities completed within Medical Services. Additional reports included are from the EMS Training Officer and Community Paramedic.

- Conducted Medical Services Staff meetings x 3
- Attended labor/management bargaining sessions x 2 – Due to being new to the Executive Team, I am sitting in a shadow capacity only, and have no role in the negotiations
- Attended Command and General Staff meeting x 2
- Attended System Enhancement Committee meeting
- Delivered organizational briefing during the 2<sup>nd</sup> week
- Facilitated Medical Services Staff meetings x 3
- Met with EF Recovery – Established updated monthly reporting plan for ambulance transport billing and cost recovery
- Attended monthly board meeting
- Attended the FY21 GEMT kickoff – Established timelines and work flow
- ASA Strategic Plan Taskforce – Met twice to regain momentum in the County EMS strategic plan, and to finalize plan for outside consultant. RFP advertised in July, with application deadline on August 2<sup>nd</sup>.
- Law Enforcement Stakeholder meeting – CCSO, CCOM, AMR, Public Health, TVF&R and Clackamas Fire met to discuss short staffing and political pressures facing law enforcement. This is the first of a now standardized meeting to collaboratively strategize on methods in which to overcome the challenges facing CCSO deputies, and the impact on partnering first responder agencies.
- Attended quarterly EMS Council meeting – As vice chair, provided update on ASA Strategic Plan Taskforce work, outside consultant, and wrap up on COVID-19 vaccinations.

- Served as District Coverage Officer for one week.

Respectfully submitted,

Division Chief Josh Santos

From: EMS Training Officer Captain Mike Verkest

---

- Standardized ALS EMS Kit rollout finished. – 30 sets, 5 kits each per set, completely remodeled and deployed
- Hosted OHSU STORC Pediatric Training/Scenarios
- Planning for Fall MAT Began
- Completed three days EMS Training Update via Zoom - All companies
- Attended Strategic Plan Taskforce Meeting
- Attended EMS Council Meeting
- Attended System Enhancement Committee Meeting
- Internal MCI Exercise design team established, and meeting scheduled
- Introductory meeting held for peer chart review process
- Completed Drone Mission – Hwy 99E/South End Road Fire
- CFD1/Sandy Volunteer Drill- EMS Case Reviews with Dr. Turner and Koefed
- Working with Vector Solutions on new Oregon EMS/OHA Credential
- Attended EMS Committee meeting
- Attended Scientific review committee
- Attended EMS Division Meetings
- Attended weekly Training Division Staff meetings

Respectfully submitted,

EMS Training Officer Captain Mike Verkest

From: Community Paramedic Amy Jo Cook

---

- Attended multi-agency meeting with Oregon City Police, American Medical Response, and Clackamas County to engage in discussions about behavioral health emergencies, police officer holds, and transfer of patient information.

- Assisted two people with connection to substance abuse resources
- Assisted two persons in crisis with additional resources
- Performed multiple home visits for frequent users, crew referrals, and Project Hope
- Facilitated and attended wrap-around care meeting for elderly person with substance abuse and living conditions
- Assisted Clackamas Mental Health Clinic with patient health evaluation
- Administered at-home COVID-19 vaccines for Clackamas County
- Attended monthly Project Hope check-in meeting
- Attended weekly Emergency Medical Services Division meetings
- Attended Tri-County 911 meeting for high 911 users
- Assisted houseless individual with transition to permanent, sustainable housing
- Submitted final review for Clackamas County Small Grants award 2020-2021
- Hosted Community Paramedic from TVF&R with an educational ride-a-long to assist with starting Community Medicine in their district
- Assisted with the complete exchange and distribution of new medical, airway, and trauma kits for all Clackamas Fire apparatus

Respectfully submitted,

Community Paramedic Amy Jo Cook

## Office of Emergency Services

To: Chief Nick Browne and the Board of Directors

From: Division Chief Dan Mulick

Re: Operations Division Monthly Report – July 2021

---

- Established and reviewed Operational goals for the next year with Command & General staff
- Lunch Meeting with TVF&R Fire Chief and Operations Chief
- Adjusted Run Cards with DC Carlsen to improve response reliability
- Meeting with Logistics and Fleet to plan out reserve apparatus readiness for major emergencies
- Meeting with EM Ramirez to discuss All Hazards planning and review goals and objectives
- Lunch Meeting with Precision Operations Manager to discuss helicopter operations for in-district fires. (This individual was on the Hwy 99E fire)
- Busy month for fires and technical rescues. Refer to BC's Board Reports.

Respectfully submitted,

Division Chief Dan Mulick

From: Operations Assistant Battalion Chief Brent Olson

---

### Significant Incidents:

- OSFM Conflagration Deployment as State IMT Div. Supervisor in Wasco County (3 fires)
  - Wrentham Market Fire 6/30
  - Sunset Fire 7/2
  - Columbia Fire 7/4- Klicatat Co. (Washington State MUA)
- OSFM Conflagration Deployment with Hand Crew 30 – Jack Fire, Umpqua NF 7/7

- OSFM Conflagration Deployment as State IMT Div. Supervisor – Grandview Fire, Sisters OR 7/12
- OSFM Conflagration Deployment as State IMT Div. Supervisor – Bootleg Fire, Fremont NF 7/19
- This month I was away from the District supporting the Oregon Fire Service’s response to wildfires across the State for a combined total of 23 consecutive days.

Projects/ Events/ Training/ Meetings (REMOTE)

- Continued work on seasonal hand crew with Clackamas Workforce, weekly meetings while on wildfire deployment
- Continued coordination with Clackamas Community College, Wildland training and future strategy meeting on 7/19
- Intergration with Data, Payroll, and Finance in relation to streamlining deployment resources and information flow back to the District
- Conducted a Work Capacity Test (pack test) for those individuals who volunteered to take at CCC track – 7/27
- Facilitated Wildland Refresher training and mandatory wildland shelter training to onboard two additional replacement personnel for Crew 30 – 7/27

Respectfully submitted,

Battalion Chief Brent Olson

From: Emergency Manager Gregg Ramirez

---

Meetings and Appearances

- Appointed to the Clackamas Long-Term Recovery Group board
- Participated in the Beavercreek Town Hall
- Attended CERT C5 Leaders meeting
- Formed new Exercise Design Team

Work on-going

- Cascadia Rising exercise planning
- Great Shake Out exercise planning
- 2021 Ice storm FEMA reimbursement

Respectfully submitted,

Emergency Manager Gregg Ramirez

**North Battalion – A Shift**  
**Battalion Chief Melanie Kinne**

**Significant Incidents**

- 7/06: Safety at Residential fire on SE Falcon Dr.
- 7/23: IC at Brush fire on McLoughlin Blvd.
- 7/29: IC/ POC at already extinguished, intentionally set Residential fire on SE 64th Pl.
- 7/30: IC at Residential fire on SE Roots Rd.

**Projects/Events/Meetings/Training**

- 3rd quarter preload (hose and water supply)
- Attended multi-company drills with probationary lieutenants
- Tactical exercises with probationary lieutenants
- Arial truck spotting with T304

**North Battalion – B Shift**  
**Battalion Chief Kyle Olson**

**Significant Incidents**

- 7-22-21: Apartment fire mutual aid to Gladstone Fire on W. Arlington St. CFD units dispatched to assist GFD with a working fire in an apartment. BC302 arrived, E390 on scene, BC302 assumed command. The fire was confined to a bedroom in the C side of the apartment, with extension into the attic. Crews quickly searched the apartments, located/confined the fire, extinguished, and helped with salvage and overhaul. CFD Investigators arrived, FM311 with the lead.
- 7-27-21: Apartment fire at an apartment in Oak Grove, Station 3 on SE Courtney Rd. Reports from CCOM were smoke and fire showing from a first floor apartment and possibly a person still inside the apartment, unable to get out. E303 and R303 arrived, went into Rescue Mode, saw a hospital bed in the front room, black smoke filling the apartment and flames showing A side. E303 made entry, grabbed the quadriplegic man from the hospital bed, and drug him out. E303 and R303 performed medical interventions on scene and quickly loaded the victim into R303 and transported him to the Emanuel Burn Center. Crews completed the search on the apartment. All clear, and no extension to any other apartments. Fire was confined to the room of origin, and FM308 Stenhouse arrived to initiate the investigation. An amazing example of our aggressive firefighters getting out the door fast with amazing turnout times and acted quickly to make a difference. We are waiting to hear on the victim's prognosis. He suffered extensive burns but was conscious while enroute to the hospital.
- 7-31-21: Technical Rescue: Rope Rescue at Hidden Falls Nature Park on SE 152nd Dr., Clackamas. E308 initially dispatched to an EMS call in the park but was unable to get to the 17-year-old female patient who was down a steep cliff on the shore of Rock Creek. Rope Rescue units were dispatched and T319, HR305, WR319, T316 and BC302 arrived. Reach and Treat Rope Rescue medics were sent over the edge on ropes to stabilize and package the patient. Rope Teams worked together to set up a high point rope system on the cliff's edge and were able to get the patient packaged into a stokes basket. Used a mechanical advantage rope haul system to get them up the 75' cliff to safety. The patient was transported with AMR, and crews restored gear and returned to quarters. Well trained, flawless rope rescue performed by highly skilled rescue technicians.

Projects/Events/Meetings/Training

- Tactical Worksheet Project
- BC apparatus final build project

**North Battalion – C Shift**

**Battalion Chief Jason Ellison**

Significant Incidents

- Small apartment fire in the 4th. All exterior fire.

Deployed on the Bootleg Fire:

1. Assigned Days when we were deployed.
2. Assigned nights when we were driving to the fire.
3. Structure triage the first 6 hours on the line.
4. Initial attack remaining 12 hours of our first shift. We used our type 6 rigs and also called in over 20 bucket drops from two separate helicopters.
5. Structure protection, initial attack and mop up the next two days.
6. Moved camps to Bly, Oregon.
7. Told to hold the 34 road. We had some of our largest fire fights on this road for the next 5 days.
8. Moved to Paisley, Oregon.
9. Structure protection and support back burning the next 4 days.

All and all we stayed very busy the entire 14 days. The dedication from all our departments in the county was top notch.

Projects/Events/Meetings/Training

- On the Bootleg all month. No projects or events.

**East Battalion – A Shift**

**Battalion Chief Greg Holland**

Significant Incidents

- MVA on Hwy 224 on Amisigger Road
- Marine Rescue with Sandy Fire at Dodge Park

Projects/Events/Meetings/Training

- Met with Hoodland Fire Chiefs about mutual aid expectations.
- Working on Squad implementation, PLL, and call types.
- Assisted with deployments and returns from conflagration incidents.

**East Battalion – B Shift**

**Battalion Chief David Palmer**

Significant Incidents

- Three relatively minor water rescues, all parties recovered quickly and treated for minor medical problems.

Projects/Events/Meetings/Training

- Various Zoom meetings and crew breakouts
- Assisted in sending and recovering several conflagration deployments
- Probationary AO evaluation
- Hazmat meeting with Station 3
- Various Admin work

**East Battalion – C Shift**

**Battalion Chief Tony Cordie**

Significant Incidents

- July 16, 2021: High angle technical rescue on 152nd Ave.

Projects/Events/Meetings/Training

- Conducted Operational briefings with crews via Zoom
- East Battalion training with crews tactics and strategy
- Met with East Battalion crews to go over operational priorities weekly
- District familiarization in Sandy
- Target hazard familiarization East Battalion - several commercial buildings in Boring
- Met with Sandy Chiefs as District Liaison
- Met with Sandy crews on a shift-by-shift basis
- Met with all East Battalion crews on a shift-by-shift basis
- Attended Wildfire Community Townhall at Station 18 with Chief Browne

**South Battalion – A Shift**

**Battalion Chief Burke Slater**

Significant Incidents

- House fire in Happy Valley - Incident Safety Officer
- Water rescue, body recovery - Incident Command
- Interface fire, South End Road - Division Sup.
- House fire in Clackamas - Incident Safety Officer

Projects/Events/Meetings/Training

- This month has been busy with conflagration work, organizing the deployments and demobilizations, as well as tracking the availability of assets for the county Chief.
- Training this month was further search and rescue training.

**South Battalion – B Shift**

**Battalion Chief Jonathan Scheirman**

Significant Incidents

- June 30 - July 5: I was deployed with the State Red IMT to the Wrentham Market Fire, Sunset Valley Fire and Strategic Resource Placement in Wasco County.
- July 11: Grass Fire S. Sprague Rd.
- July 12: Grass Fire on Plum Dr.
- July 12-14: I was deployed with the State Red IMT to the Grandview Fire in Sisters.
- July 18: 2 Alarm Residential Fire S Schockley Rd.

- July 19-28: I was deployed with the State Red IMT to the Bootleg Fire in Klamath and Lake Counties.

Projects/Events/Meetings/Training

- I worked on and put out the roster that took effect on August 9<sup>th</sup>.

**South Battalion – C Shift**  
**Battalion Chief Ted Willard**

Significant Incidents

- July 5th: Grass fire on Springwater Rd.
- July 6th: Residential fire in Oregon City
- July 7th: Gas leak in Oregon City
- July 10th: Hay fire on Potter Rd.
- July 11th: Apartment fire on Causey Loop
- July 19th: Brush fire on Jennifer St.
- July 22nd: Apartment fire in Gladstone

Projects/Events/Meetings/Training

- Several Ops Meetings
- Meet with DC Gehrke regarding Captains Test

## Office of Emergency Services

To: Chief Nick Browne and the Board of Directors

From: Battalion Chief of Training and Volunteer Services Steve Deters

Re: Training Department Monthly Report – July 2021

---

### Projects/Events/Meetings/Training – BC Deters

- Daily Battalion Chief Briefings
- Daily Training Team Briefing
- Weekly Training Division Planning meeting
- Weekly Division Leader meeting
- Weekly Executive Team meeting
- Continued consulting to EFD
- Volunteer Association meeting
- Updated Volunteer Duty Shift Calendar
- Logged Volunteer trade shifts
- Continued onboarding of Volunteer Academy 21-01
- Moved into the Training building
- Discussed Volunteer Academy 21-01 scheduling and training with TOs and ATOs

### Projects/Events/Meetings/Training – TO Sakaguchi

- Check-ins with ATOs Fullerton and McMurdie
- Meetings with BC Deters
- Target Solutions review – Officer probations and AO credential
- Task book sign-offs and review
- Developed and reviewed AO MOR JotForm with PS Demeter
- Worked on and assigned out FF2 credential in Target Solutions
- Meeting with Chief McKinnon
- Reviewed P-AO evaluation process
- Station visits to get signatures for rope task books
- Consulted with Clackamas Community College in regard to S130 class
- Training records and workflow discussion with AT Franzen, PS Demeter and Mackender
- Meeting with Health and Safety Chief Goodrich

### Projects/Events/Meetings/Training – TO Lynn

- Moved into Training
- Met with Logistics

- Assisted with PFF evaluations
- Prepared for Volunteer Suppression Academy 21-01
- Worked on developing Volunteer Support Academy 21-01
- Standardization of Volunteer Apparatus
- Station coverage during 3 alarm fire
- Learning the new position through meetings and trainings
- Assisted with FF2 issues
- Delivered Volunteer Support Drill

Projects/Events/Meetings/Training – ATO Fullerton

- Volunteer Academy 21-01
  - Scheduling
  - Instructor line up
  - Logistics needs
  - Skills development with Senior Volunteers
- 20-03 Probationary Firefighters
  - Month nine testing
  - Final evaluation scheduling

Projects/Events/Meetings/Training – ATO McMurdie

- Created a training webinar for Q3 drill with FF Nisbet
- Staples
- Assisted with PFF evaluations
- Met with BCs Willard and Holland re-simulation drills
- Delivered Volunteer drills
- Developed August Volunteer drill lesson plan
- Worked on training documentation
- Delivered Battalion drills
- Planned and developed September Career and Volunteer drills

Respectfully submitted,

Battalion Chief of Training and Volunteer Services Steve Deters



# Office of Emergency Services

To: Chief Nick Browne and the Board of Directors  
From: Battalion Chief of Training and Volunteer Services Steve Deters  
Re: Volunteer Services Department Monthly Report – July 2021

---

**Fire Training:**

- 7/07/2021 Brief Intial Reports/Radio Communication
- 7/14/2021 First Due Simulations
- 7/28/2021 Bulk Load Stretches

**EMS Training**

- 7/21/2021 Case Reviews with Dr. Turner

**Support Drill**

- 7/29/2021 Rehab Drill – Classroom Instruction

**In July the Volunteer group participated in the following Events/Meeting:** None

**Explorers:** No Activities Reported

**Public- Relations:** None

**Station Coverage:**

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

- Stn. 12 31/31 (5 - 24 hour shift)
- Stn. 13 20/31 (1 - 24 hour shift)
- Stn. 21 19/31
- RH/WT 11/31

**Personnel Changes:**

- VFF/EMT-P – Bradley Moe      Hired – Columbia River F&R
- VFF/EMT-P – Adam Gensky      Hired – Longview F&R
- VFF/EMT-P – Kevin Zebede      Hired – Lake Oswego F&R
- VFF/EMT-P – Kevin Fitch      Hired – Lake Oswego F&R
- VFF/EMT-B – Dan Marting      Hired – Mid Columbia F&R
- VFF/EmT-B - Garrett Fuhrman      Resigned

**Volunteer Association:**

7/12/2021                      3<sup>rd</sup> Quarter Volunteer Association Meeting

**Volunteer Recruitment:**

6/21 to 8/6/2021              Physicals & Psychological Exams

Respectfully submitted,

Battalion Chief of Training and Volunteer Services Steve Deters

# **CORRESPONDENCE**

- C-1    Compilation of comments from CFD's social media platforms
- C-2    Thank you to the firefighters
- C-3    Thank you to responders for saving her grandson

# Social Media Comments

1) Post on Facebook in response to the Town Hall video post:

██████████ ██████████  
Thank you so much for all you do! Thank you for being proactive and keeping us safe. I really appreciated you posting this video so that my family could watch it and be a little bit more prepared. Stay safe! ❤️

2) Thank you on Instagram regarding a CFD call on SE Clatsop St. on Aug. 2, 2021:

██████████ Thank you all for your service tonight on SE Clatsop st. Your response was amazing and appreciated!

3) Comment on Facebook on July 23, 2021:

██████████ ██████████ Y'all had to respond to my friend and neighbor falling and hurting herself this afternoon. I just want you to know for that reason and so many others you are my heroes. Please, while you're taking care of and saving us to take care of yourselves too. You are important to everybody.  
Like · Reply · Message · 1w

4) Message from Instagram on June 23, 2021:

██████████ Hi there! I just wanted to thank all the firefighters for the hard work and sacrifice you all go through to protect us. God Bless.

Hello fire lighters,

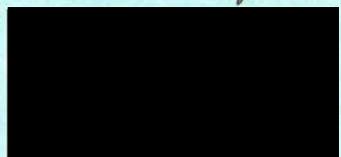
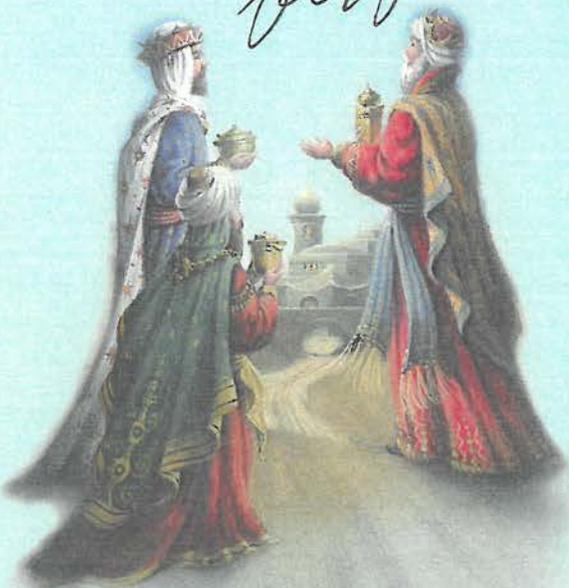
Be Well!

Thank you for all  
that you do to keep  
people safe.

Praying that the gracious  
gifts of the season bring you  
happiness and peace  
in the New Year.

Hopefully, the fires will  
soon stop!

Warm Best Regards,



Dear rescuers,

C-3

On June 16<sup>th</sup> you went out on a call to a drowning of a little boy. He was unresponsive when you put him in the ambulance to get him to Dornbecker. That little guy is my grandson

It was the most devastating day and the next four days were so scary for us. He was on a ventilator and we gathered and prayed & pleaded. Then they did a brain scan and I'm thrilled to share with you that it came back completely normal.

I want to sincerely thank you with all my heart for doing everything you could and did for him. These words of thanks aren't enough to express my gratitude for you.

at the end of this month and we are sure going to celebrate him and we've been feeling beyond lucky and blessed everyday.

And that is because of you folks. You are in my thoughts & prayers and I will always be forever grateful.

It could easily turned out different. Thank you ♥

*Mountains of Thanks!*

Sincerely,

## INFORMATIONAL ITEMS

I – 1 Flash Alert July 30, 2021: “Early Morning House Fire Displaces Three People” (In Board Packet)

KATU News July 20, 2021: “Sparks from trailer likely caused brush fire along Highway 99E” <https://katu.com/news/local/sparks-from-trailer-likely-caused-brush-fire-along-highway-99e>

KOIN News July 20, 2021: “Clackamas wildfire town hall aims to ‘eliminate fear’” <https://www.koin.com/news/wildfires/clackamas-wildfire-town-hall-aims-to-eliminate-fear/>

KATU News July 21, 2021: “Clackamas Fire answers questions on wildfire preparedness at town hall” <https://katu.com/news/local/clackamas-fire-answers-questions-on-wildfire-preparedness-at-town-hall>

KATU News Aug. 1, 2021: “Brushfire breaks out next to Oregon City Municipal Elevator” <https://katu.com/news/local/brushfire-breaks-out-next-to-oregon-city-municipal-elevator>

KATU News Aug. 2, 2021: “Train sparked brush fire near Oregon City's historic elevator, fire investigators say” <https://katu.com/news/local/train-sparked-brush-fire-near-oregon-citys-historic-elevator-fire-investigators-say>

Clackamas Review August 9, 2021: “National Night Out in Happy Valley honors first responders” <https://pamplinmedia.com/cr/24-news/517983-413822-national-night-out-in-happy-valley-honors-first-responders>

## EARLY MORNING HOUSE FIRE DISPLACES THREE PEOPLE (PHOTO)

News Release from **Clackamas Fire Dist. #1**

*Posted on FlashAlert: July 30th, 2021 9:09 AM*

Downloadable file: [IMG\\_2733.JPG](#)

Downloadable file: [IMG\\_2744.JPG](#)

Shortly after 5:30am, Clackamas Fire District #1 responded to a residential fire on SE Roots Rd. in Clackamas. Prior to arrival, firefighters could see heavy smoke billowing in the air from a distance; they arrived to find the home fully involved in flames and had spread to a nearby shed. They quickly went to work to put the fire out before it spread to any other structures or homes.

All occupants of the house escaped with no injuries; one firefighter sustained a minor injury.

Clackamas Fire Investigators are on scene to determine the cause of the fire.

Clackamas Fire District #1 would like to remind everyone to have working smoke alarms in every bedroom. They should also be outside each sleeping area and on every level of the home and test them monthly.

###

**Contact Info:**

Backup Public Information Officer Tammy Owen, Pager: (503)294-3555, Email:

[tammy.owen@clackamasfire.com](mailto:tammy.owen@clackamasfire.com)