



Clackamas Fire District #1

Board Meeting Briefing Packet

August 15, 2022

REVISED



Here for you

CLACKAMAS FIRE DISTRICT #1

**Board of Directors' Meeting
Monday, August 15, 2022
Meeting Location: Hybrid: Station 5/Remote Video Conferencing
5:00 pm**

REVISED AGENDA

REGULAR SESSION

- I. **CALL TO ORDER PER ORS 192.610 TO 192.690**
ORS 192.650 – The meeting is being recorded.
- II. **CHANGES TO AGENDA**
- III. **APPROVAL OF MINUTES OF THE REGULAR BOARD MEETING ON JULY 18, 2022. (Packet Pg. 4)**
- IV. **PUBLIC COMMENT** *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*
- V. **PRESENTATION – CITIZEN LIFE SAVING AWARD –**
Fire Chief Nick Browne and Retired Division Chief Bill Conway
- VI. **PRESENTATION - FY23 STRATEGIC PLAN –**
Fire Chief Nick Browne and Fire Inspector Matt Amos
- VII. **BUSINESS – Action required**
 - B-1 **Request Board Approval of Public Relations Firm Selection –**
Fire Chief Nick Browne (Packet Pg. 11)
- VIII. **OTHER BUSINESS – No action required**
 - OB-1 **Board Committee/Liaison Reports**
Interagency Committee – President Joseph/Director Syring
 - OB-2 **Board Informational Updates/Comments**
- IX. **INFORMATIONAL ONLY**
 - A. **Division/Department Reports**
 - R-1a **Office of the Fire Chief – Fire Chief Nick Browne (Packet Pg. 71)**



Here for you

CLACKAMAS FIRE DISTRICT #1

~~R-1b Office of Strategic Services – Assistant Chief Brian Stewart~~

R-1c Office of Business Services – Assistant Chief Steve Deters

R-1d Office of Financial Services – Finance Manager Michael Wong **(Packet Pg. 73)**

R-1e Office of Emergency Services – Division Chief Dan Mulick

R-1f Professional Firefighters of Clackamas County Local 1159 –
Shop Steward Andrew Gordian

R-1g Volunteer Association Report – President Jerry Kearney

B. Correspondence (Packet Pg. 76)

C. Informational Items (Packet Pg. 79)

D. Next Meeting

The next Board of Directors' meeting will be on Monday, September 19, 2022, at 5:00 pm. The meeting will be hybrid with the public invited to attend by remote video conferencing.

X. ADJOURNMENT

Clackamas Fire District #1



REGULAR BOARD OF DIRECTORS' MEETING MINUTES July 18, 2022

ATTENDANCE

Board of Directors: Jay Cross, Chris Hawes, Thomas Joseph, Jim Syring, and Marilyn Wall

Others present: Nick Browne, Michael Carlsen, Heather Goodrich, Izak Hamilton, Oscar Hicks, Rick Huffman, Jerry Kearney, Shawn Olson, Ariel Roberts, Brian Stewart, Mark Whitaker, Doug Whiteley, Michael Wong, and Stations 1, 3, 11 – Clackamas Fire; Bruce Neelands – Local 1159; Jason McKinnon and Phil Schneider – Sandy Fire;

Other community members and citizens were in attendance. The full video conferencing attendance can be provided upon request.

I. CALL TO ORDER PER ORS 192.610 TO 192.690 ORS 192.650 – The meeting is being recorded.

President Joseph called the meeting to order at 5:01 pm.

II. CHANGES TO THE AGENDA

Chief Browne said they did have one change to the agenda and a revised agenda was sent out. They added an Executive Session to negotiate real property transactions.

III. APPROVAL OF THE MINUTES OF THE WORK SESSION ON JUNE 7, 2022, AND THE REGULAR BOARD MEETING ON JUNE 27, 2022.

The minutes were approved as written.

IV. PUBLIC COMMENT

None.

V. BUSINESS – Action required

B-1 Request Board Approval of Mobile Workstation Lease Agreement and Authorize Execution of Lease Agreement Documents with Hewlett Packard Financial Services Company – Chief Technology Officer Oscar Hicks

Chief Technology Officer (CTO) Hicks shared that they are updating their mobile workforce environment under a lease plan. This will allow them to focus on the service and less on the computer repair. This also helps standardize the platform both in the vehicles and for administrative staff.

Clackamas Fire District #1



Director Cross asked if this agreement falls within the budget. CTO Hicks confirmed it was. Assistant Chief (AC) Stewart added that for this project they budgeted \$50,000. Annual rates have gone up slightly with the annual payment now totaling about \$51,660.

President Joseph asked how many laptops they are leasing. Is it by year? Do they change them all out at the same time? CTO Hicks responded that this plan is a four-year lease. At the end up four years, they will refresh and have the option for a dollar buy out. They can also extend the service agreement. The MDCs (mobile data computer) last longer than the standard laptop and laptops last at least four years.

Director Wall said she had a lot of questions regarding this, and she appreciated CTO Hicks and AC Stewart taking the time to walk her through it prior to the meeting.

AC Stewart added that they received multiple quotes and each of those quotes was vetted through a cooperative purchasing organization. CTO Hicks was looking for the right compliment of tools for the District. He worked with the managed service provider to make that negotiation happen.

Director Hawes made a motion and Director Cross seconded for the Board to approve the Mobile Workstation Lease Agreement and authorize the execution of the lease agreement documents with Hewlett Packard Financial Services Company. Motion passed unanimously.

VI. OTHER BUSINESS

OB-1 Board Committee/Liaison Reports

No reports.

OB-2 Board Informational Updates/Comments

No updates.

VII. INFORMATIONAL ONLY

A. Division/Department Reports

R-1a Office of the Fire Chief – Fire Chief Nick Browne

Chief Browne said that CFD attended the Touch-a-Truck event in Oregon City and handed out about 600 kids fire helmets. It was an awesome event, and it was great to be out in the community. CFD also participated in the Dunk-a-Chief event at Valley Public House to support ALS.

Clackamas Fire District #1



He shared that Crew 30 assisted with a search and rescue, which they typically aren't involved with, but they were at the right place at the right time. They also responded to a 20-acre grassfire near Sandy. Sandy Fire Chief Schneider commented that it was the direct actions of Crew 30 that kept the fire from jumping the road.

Chief Browne highlighted that as part of Senate Bill 762, the ODF Wildfire Urban Interface Assessment Map was released on June 30. Chief Browne is involved in the Senate Bill 762 Advisory Committee. CFD does not have any areas that are categorized as High or Extreme.

President Joseph asked if there was an update on the CFD history meetings. Director Syring said they are still working on coordinating a meeting and getting information to Chief Christensen.

Director Cross asked for an update on the recent academy graduation. Chief Browne said they graduated ten lateral academy recruits. Director Hawes was in attendance. Director Hawes commented that it was an impressive group of individuals and a nice ceremony. This was the first time someone has received both the top written score and top hose score. Chief Browne said the graduates are on the line and getting ride-time on different apparatus. They will be officially on the line starting August 1.

R-1b Office of Strategic Services – Assistant Chief Brian Stewart

AC Stewart reported that the the division was busy with the transition for Gladstone Fire. The main station is undergoing a remodel, so they were relocated to the office across the street to prepare for this. CFD also completed the inventory, as was required in the IGA. There were some radios that CFD didn't need, so they were returned to the City of Gladstone to repurpose.

He commended the Facilities team on finishing up the Fuller Road house remodel and IT services is in the process of moving in.

The Strategic Planning Retreat was held the previous Monday. Director Hawes and Director Wall attended. More information regarding this retreat will be provided to the Board at next month's meeting.

He shared that he, Director Hawes, Chief Browne, and Chief Financial Officer (CFO) Whitaker attended the ceremony for PSC Prescott, which was brought up at last month's meeting.

The Joint Oversight Committee meeting for Gladstone was cancelled for this month. Normal meetings will resume August 11.

Clackamas Fire District #1



On July 16, the suicide and crisis hotline 9-8-8 was implemented.

R-1c Office of Business Services – Division Chief Doug Whiteley

Division Chief (DC) Whiteley spoke on behalf of AC Deters. Human Capital has been focused on testing and working with Civil Service.

Health & Safety has been busy with baseline physicals and fitness testing. They also created policies for the OSHA rules regarding heat illness prevention and wildfire smoke respiratory protection.

Community Services is back to being involved in events in the community and they are receiving a lot of requests. They are preparing for a number of events coming up this fall.

The Fire Marshal's Office put in a lot of work to prepare for the 4th of July, including inspections, to ensure safe holiday celebrations.

President Joseph commended AC Deters and DC Whiteley on being involved in community events.

R-1d Office of Financial Services – Chief Financial Officer Mark Whitaker

CFO Whitaker reported that June was a busy month with all the year-end activities such as preparing for the audit and kicking off the new fiscal year's budget.

The Finance and Logistics teams worked together to complete a year-end inventory of the warehouse. They were also involved with the inventory for Gladstone and he recognized Logistics and Fleet for their efforts.

He referred to pages 40 and 42 of the packet. His current estimates show that CFD ended the year within the revised budget. They are projecting a \$2.5 million deficit. The estimates were as expected.

R-1e Office of Emergency Services – Division Chief Rick Huffman

President Joseph welcomed DC Rick Huffman to his first Board Meeting since he joined CFD.

DC Huffman expressed his appreciation to the CFD staff. The onboarding process was smooth, and the team is phenomenal. He feels very fortunate to be there.

Clackamas Fire District #1



DC Huffman is excited that the Gladstone remodel at Station 22 is underway. The goal is to get the crews back in the station by the end of October. The Facilities team also completed a tour of all District facilities with the Special Districts Insurance Services (SDIS). This was also his opportunity to see all the properties. He said the pride and ownership of the crews was evident in how they cared for their stations and properties.

He reported that for Emergency Medical Services, Civil Service approved the Medical Services Captain position that was recently vacated. He is excited to get someone in to help with emergency medical training. He said that Captain Chris Taylor has been very helpful and has been bringing him up to speed. They are looking at the EMS equipment and planning for the future. He is meeting with EMS physicians and regional partners on the ambulance contract.

Director Cross said that they haven't had an EMS meeting since December and those meetings should be resumed. Chief Browne agreed and they will aim to meet in September.

R-1f Professional Firefighters of Clackamas County Local 1159 – Assistant Shop Steward Bruce Neelands

Assistant Shop Steward Neelands reported that the Union had their annual picnic at Oaks Park. The week prior, they held a Fill-the-Boot event and raised \$4500 for muscular dystrophy. He congratulated the latest academy on graduating and starting on the line.

He also shared that he's been stationed at Gladstone since June 1 and said that everything is going well. It's a great community and they get to meet a lot of people.

Director Cross thanked him for presenting. The Board appreciates hearing from different members of the Local 1159.

R-1g Volunteer Association Report – President Jerry Kearney

President Kearney reported the station coverage for June. One of the support volunteers, Jack Tanz, did EMS stand-by for a sheriff's ride-a-long in Beavercreek.

B. Correspondence

Noted.

Director Hawes noted that a citizen had approached him recently and said his home was near the brush fire in Sandy. He shared that as he and his wife were preparing to evacuate, when a large group of guys in yellow shirts came and were avidly digging line. He appreciated all the hard work of Crew 30.

Clackamas Fire District #1



C. Informational Items

Noted.

D. Next Meeting

The next Board of Directors' meeting will be on Monday, August 15, 2022, at 5:00 pm. The meeting will be hybrid with the public invited to attend by remote video conferencing.

VIII. REGULAR BOARD MEETING RECESSED

The regular Board of Directors' meeting recessed at 5:40 pm.

IX. EXECUTIVE SESSION CALLED TO ORDER UNDER 192.660(2)(e) TO CONDUCT DELIBERATIONS TO NEGOTIATE REAL PROPERTY TRANSACTIONS

X. REGULAR BOARD MEETING RECONVENED

The regular Board of Directors' meeting reconvened at 6:19 pm.

President Joseph said that the Board met in Executive Session to conduct deliberations to negotiate real property transactions. No decisions were made.

AC Stewart requested that an additional business item be added to the agenda and the Board agreed.

B-2 Board Authorization of Fire Chief to Engage in Negotiations, Determine Final Contract Terms, and Execute the Purchase of the Property Located at 11410 SE Fuller Rd, Milwaukie, OR 97222 for the Furtherance of the District's Public Purpose

Director Hawes made the motion as stated above and Director Syring seconded. The motion passed unanimously.

XI. ADJOURNMENT

The regular Board of Directors' meeting adjourned at 6:21 pm.

Minutes recorded by Executive Assistant Ariel Roberts and prepared by Administrative Technician Jessamyn Ode.

Clackamas Fire District #1



President Thomas Joseph

Secretary James Syring

Clackamas Fire District #1

Memo

TO: Board of Directors
FROM: Assistant Chief Brian Stewart
CC: Fire Chief Nick Browne
DATE: August 11, 2022
RE: Professional Services – Public Relations

Actions Requested

Requesting Board of Directors to authorize the Fire Chief or his designee to negotiate, and enter into, an agreement with Coastline for public relations services not to exceed \$80,000 this fiscal year.

Background

Clackamas Fire conducted a service assessment and determined that additional funding is necessary to provide the level of risk reduction and response services. Staff has completed its analysis and a future funding task force explored options. The task force engaged a public relations firm during its work. The findings of staff and the task force informed the administration of a path forward. Staff presented this path, a local option tax (operating levy), at the Board's June work session. Pursuing this option would provide the opportunity to receive feedback from the community about its desired level of service and to what extent property taxes may increase if approved by voters.

With the Board supportive of exploring a local option tax. In support of the local option tax concept, staff worked with other agencies and public relations firms that had collaborated with voters for additional funding (operating or bond levies). With this engagement, the District identified the need for assistance with the effort and conducted a vendor selection process.

The District reached out to other Oregon fire agencies and SDAO for vendor recommendations. Four were selected to solicit proposals from and all four participated in the selection process. The evaluation process included a review of written proposals (see attached) and a presentation/interview session. The evaluators included two executive chief officers, a director, and a labor representative. The scores for process are below:

Company	Score (400 possible)
Coastline	392
Wayfinder	359
Pacific Northwest Communications	317
Liz Loomis	266

The proposals varied significantly in their scope and cost. Scopes included items such as project management, research, graphic design, message development, and direct mailings. Staff is recommending that the fire chief or designee work with the highest scoring vendor, Coastline, to develop a scope of work and agreement. Staff anticipates the cost of services to not exceed \$80,000 this fiscal year. The agreement may include the option of additional work in future fiscal years. Funding for that work would be allocated as part of the budgeting process.

Policy Implications

None

Budget Implications

The budget currently has \$60,000 allocated for this initiative. The District would need to make adjustments if the service agreement exceeds that amount.

Potential Issues

There are no known issues with implementing the requested action.



525 3rd St. Suite 234
Lake Oswego, OR 97034

www.coastlinepr.com

503-961-4115

Clackamas Fire: Levy Development and Marketing

COASTLINE PR
July 2022



COASTLINE
PUBLIC RELATIONS



Dear Chief Browne:

Thank you for the opportunity to submit this proposal to support Clackamas Fire in the execution of a strategy toward your planned May 2023 Levy. It is our understanding that you are seeking a public affairs firm to guide your agency to a successful outcome, building community trust along the way.

Our initial experience with Clackamas Fire led us to believe that you have a sound basis to approach your voters with a request for an enhanced levy. Maintaining four-person crews, staffing rural fire stations, and developing alternative response pathways are investments that will deliver value to the community and the first responders under your command. We would be proud to partner with you in communicating these benefits to the electorate.

The enclosed proposal reflects our effort to map out the timeline and tactics we feel provide the best value for your agency, tailored to our understanding of your objectives for the levy, competing priorities, and commitment to maintaining public trust through transparency and wise stewardship.

We look forward to serving you.

Chris Edmonds

COASTLINE Strategy + PR
Principal and Founder

Overview

Clackamas Fire is seeking a strategic communications and consulting partner to support a local option tax measure planned for May 2023. The primary purpose of this work is to develop and implement a strategic marketing and communications plan.

In Spring 2022, Coastline partnered with Clackamas Fire to develop a set of analyses and recommendations for a potential levy. This report was presented in June 2022 to the Clackamas Fire Board of Directors, which accepted the overall recommendations and directed District leadership to begin a formal levy development process. A copy of that report is included with this proposal.

The following pages provide a detailed proposal for strategic marketing and communications services outlined in the District's July 14, 2022 request.

Our Approach – Project Management, Budget Management and Deliverables

Coastline utilizes project management best practices outlined in the Project Management Body of Knowledge (PMBOK). Principal Chris Edmonds received a post-graduate certificate in Project Management from Willamette University in 2013 and will serve as lead consultant to Clackamas Fire.

The PMBOK covers multiple phase and process groups, including cost management, estimating and change orders. When engaging with project plans and budgets, Coastline strives to adhere to these best practices where possible.

Coastline is a full-service PR agency with in-house graphic design, digital communication, and video production capabilities. Development of visual content and digital communications plans associated with this project will be led by Lindsey Hendren, an experienced consultant on digital campaigns. Our proposed partner for public opinion research is DHM, a widely respected firm based in Clackamas County.

Our approach - Using Experience and Data to Win

Experience and research have shown us that successful tax measures share common characteristics. Overwhelmingly, winning measures prove to voters that there is a demonstrable need for investment, effectively communicate community benefits, and are affordable to the community. Among the strongest performers at the ballot box, we typically find a record of broad, earnest community engagement leading up to referral and overall high rates of public trust in the referring jurisdiction's stewardship of funds.

Our approach with tax measures is to help our clients maximize their performance in the key metrics that lead to success. We focus on what *voters* value, how *they* prioritize decision-making, where *they* receive information on a local level and how to engage *them* in a meaningful way.

Based in part on nationwide research from Hanover Research, we assess that bond and levy campaigns are generally won and lost on five core questions:

- Has the jurisdiction demonstrated a sufficient need for the levy?
- Do voters perceive a direct benefit from the increased taxes? (i.e. ‘what’s in it for me?’)
- Are all funding elements perceived by voters as *essential*? Does the levy include any non-essential, “poison pill” line items?
- Does the jurisdiction have a record of sound management, and has it included community leaders at each step of levy development?
- Is the levy considered affordable by the community?

With these questions front and center, we will work with Clackamas Fire to:

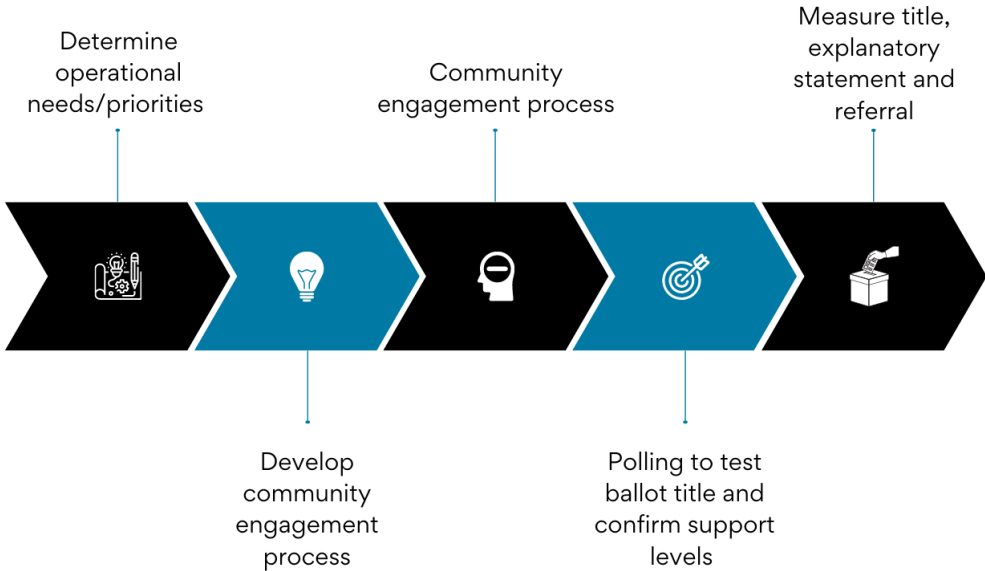
- Develop and implement a detailed timeline of activities and milestones for a May 2023 ballot measure
- Develop a strategic marketing approach, including:
 - Messaging & media training/support
 - Community engagement & Events
 - Print media
 - Digital & social media
 - Qualitative community surveys
 - Stakeholder management
 - Visual elements (fact sheets, signage, infographics, web-based content)
 - On-call strategic communications support
- Develop key levy materials, including ballot title, explanatory statement and voters pamphlet statements
- Conduct core opinion and political research to assist district in finalizing a determination of the levy rate, composition and presentation
- Ensure compliance with applicable county and state rules governing elections and associated communications

Our approach - Levy Development

When it comes to tax measures, we have a simple philosophy: a levy will pass if voters are prepared to approve it. That is why we advise clients to focus 90 percent of their effort on the substance of the request and a robust, pre-referral public involvement process. Clackamas Fire has already started this work and is ready to begin in-depth communications with core stakeholders and the public.

The foundation of this plan is the Levy Development Plan developed by Coastline and presented to the Board of Directors in June 2022, which recommended this overall approach:

Levy Development Process



Confirm Operational Needs/Priorities – September 2022

Clackamas Fire has established a set of staffing and operational priorities under consideration for a May 2023 levy, including:

- Addition of a 4th member to 10-12 fire apparatus
- 24/7 staffing for Station 12
- 24/7 staffing for Station 13, and
- 24/7 availability of an alternative response that would handle 2500-2800 calls in the core between stations 1, 4 and 5.

The addition of these funding elements would likely provide for an additional 58-66 FTE at a total cost of \$13-14.5m. Subject to further modeling and refinement, it is expected that an investment at this level would require an enhanced levy rate of \$0.45-0.52 per thousand, resulting in an additional cost to the median homeowner of between \$119-138.

As a first step, Coastline will work with Clackamas Fire to develop messaging materials and a qualitative (unscientific) online survey (shared via nextdoor, facebook and twitter) to gather resident feedback to the funding priorities, including providing opportunities for open-ended responses. We will also work alongside District leadership to assist in evaluation/refinement of the proposal and maintain real-time updated messaging materials/talking points in alignment with any changes/refinements to the proposal prior to broad community engagement.

Develop/Implement Community Engagement Process – October 2022 to February 2023

Jurisdictions that are successful in passing tax measures are typically able to point to a record of involving community leaders at each step of the way.

We recommend that Clackamas Fire develop and execute a public engagement process to both educate the public, build support, and gather information towards refining the ultimate referral. To accomplish this work, we will support the District in refining and executing a public engagement plan that includes:

- 3 open houses/community workshops focused on the levy. These would be held at 3 different stations over a six-week period in October and November 2022. Should the District wish to add an additional open house during this time, Coastline will provide support/staffing for that event at no additional charge. Coastline deliverables for these events will include:
 - Advance media releases/press management
 - Communications/marketing to advertise events (inc. coordination with other governmental agencies and core community stakeholders)
 - Development of run-of-show and content
 - Message development and messenger identification/training
 - Development of print collateral
 - Recommendations on format and engagement methodologies, including (but not limited to):
 - Q&A sessions
 - Presentations from District command staff and board
 - Sourcing/presenting experiential feedback from frontline staff
 - Sticker charts/ranked-ordered prioritization and values-mapping opportunities
 - Attendee surveys
- Development/management of ad-hoc presentation program to core community groups, e.g. chambers, community centers, neighborhood groups, etc. Based on our experience, we recommend that the District do as many of these as possible. Coastline will work with the District to:
 - Identify and prioritize stakeholder audiences

- Develop a slide deck and collateral materials for presentations
- Identify messengers and provide message/presentation training
- Provide on-call support, where necessary
- Provide all of the above in virtual settings, where desired or necessary
- Additional or refined qualitative online surveys based on any changes to overall levy proposal

Community Survey (Polling) – November 2022

This polling event is designed to confirm public support for ballot measure title and provide the Clackamas Fire Board with data to inform a go/no-go decision on ballot referral, and otherwise inform regarding potential changes that are necessary, e.g. cost adjustments. This will also provide useful information on the District’s overall performance rating related core priorities/values that will refine our communications approach.

Coastline will work with our partner at DHM research to develop and field this survey, which is discussed in more detail within an addendum to this proposal. Please note: we are recommending Clackamas Fire field a limited length (6 min) survey as a means to gain the most valuable information the lowest possible cost.

Upon completion of the survey, Coastline and DHM will prepare a report and present findings to District Leadership, the Fire Board, and other stakeholders as directed/requested by Clackamas Fire.

Develop Ballot Title, Explanatory Statement and Referral Communications – December 2022

Based on results from community engagement, polling, electoral modeling and our own experience, Coastline will make a final recommendation to Clackamas Fire regarding the decision to refer a measure to the May ballot. For a May ballot, this recommendation is typically made in December, providing Board members with ample time to notice and receive public input on a proposed referral.

Coastline will work with and at the direction of staff, including counsel (as requested), to create a ballot title and explanatory statement that is clear, effective, compliant with state law, and designed to win. We will also work with core elected stakeholders to draft effective voters pamphlet statements (VPS) for elected officials based around core messages and geography.

Our approach - Marketing and Communications

Throughout the levy development process, Coastline will create and execute a community education campaign designed to build public trust and chart a path to victory. This program will be created within the safe harbor guidelines established by Oregon's Secretary of State and intended to provide clear and compelling messages to voters about the levy. This plan will be iterative and require regular updates, but it at minimum will include an overall editorial calendar/communications plan to ensure regular and timely coverage in all media outlets within or near the District, messaging and coordination of interviews/content (as determined in conjunction with District leadership). The priority for this plan is to ensure that the District is effectively communicating its needs to the general public pre-referral.

Messaging:

The foundation of everything we do, effective messaging will be designed to educate the public and build awareness of needs. Specific deliverables include: talking points, message maps, fact sheets and FAQs. We will also review and advise on existing digital and print materials, media requests and public testimony/presentations, as needed. Our engagement also contemplates on-call, general communications and strategy support to District leadership.

Messengers:

A message is only as strong as the messenger that delivers it. We will work with the District to identify and evaluate messengers, as well as ensuring alignment with appropriate audiences. We will provide training for lead messenger(s) covering areas such as core talking points, presentation prep, working with the media and dealing with tricky FAQs. Prior to measure referral, we will provide an updated training based on the final levy language and post-referral communications plan.

Earned media:

Garnering consistent visibility and traction through earned media coverage is difficult in today's environment. We believe that an effective campaign will need a compelling editorial calendar and plan to utilize social media, owned content, and partner assets to maximize and amplify positive news coverage, increasing visibility wherever possible.

In addition, Coastline will serve as on-call advisors working with leadership to develop a proactive agenda of pitched news articles and thought leadership (e.g. op-eds and letters to the editor).

Owned media:

Owned media is content that we create and share on information channels that we control. This includes the District's social media channels, newsletters, email lists and website. With limited opportunities through traditional media outlets, it will be important to maximize the communication platforms and assets at our disposal. We will work to develop a proactive and synergistic communications strategy that provides voters with compelling information through a range of owned media, including but not limited to:

- Distribution of news through Clackamas Fire's website and email listserv (if applicable)
- Development of a posting calendar and content creation for Clackamas Fire to share on Facebook, Nextdoor and Twitter
- Photos, videos, and other visual content distributed via social media

Partner outreach and media:

Partner-owned media is a great way to maximize the impact of an education campaign. Elected officials, neighborhood groups, nonprofits and other stakeholders all typically have their own platforms. These include social media, newsletters, websites and mailing lists. As part of our editorial calendar, we will advise the District on ways to create synergy with our partners and boost visibility.

Site-specific marketing and visibility:

In a typical levy referral, visibility campaigns are used to strengthen perception of individual and community benefits. These include signage, materials, site tours and public meetings at existing facilities. While the impacts of COVID-19 may continue to reduce the number of visitors to public buildings, there are ample opportunities to generate awareness and support through internal/external signage and displays. In all cases, these should be created with a focus on the unique ways that users interact with facilities, drawing attention to needs. In consultation with District leadership, Coastline will provide graphic design and content creation services for signage at key sites (printing costs not included).

Project Team

Chris Edmonds – COASTLINE Principal + Founder

Chris is a fifth-generation Oregonian and a veteran of Pacific NW public policy, media, politics and business. Chris began his career on Capitol Hill with Senator Ron Wyden before returning to serve on the 2008 campaign of Senator Jeff Merkley. His career has also included service to three state Governors and numerous state and local officials.

In 2010, Chris was awarded Best Campaign Manager by the Oregon House Democrats. He has worked on notable campaigns from Portland to Lakeview, including one of Oregon's largest per-capita tax increases (Measures 66/67) and per-capita school bonds (LOSD 2017). Before entering private practice in 2016, Chris served as Director of Government Affairs for Oregon DHS under Governors Kitzhaber and Brown.

At COASTLINE, Chris advises corporations, nonprofits and local governments around complex development projects, bond/finance strategy, and policy initiatives. In the community, he is Chair of the Morrison Child and Family Services Board of Directors and a past President of Portland's Working Waterfront Coalition.

Lindsey Hendren – COASTLINE Vice President

Lindsey is a native Oregonian with professional ties that extend to Washington State and the greater Pacific NW. After attending Oregon State University, Lindsey received a B.A. from the University of Oregon and an M.P.A. from the University of Washington.

She gained her experience in the trenches of some of the region's highest profile issues, including climate change, transportation, mental health, and education funding. Her accomplishments include securing contested state approval for a major healthcare facility and passage of one of Oregon's largest ever (per-capita) school bonds and development of a multifaceted law enforcement and justice bond package for an Oregon county.

At COASTLINE, Lindsey specializes in strategic communications, project management and community relations for local and national clients.

John Horvick – DHM Senior Vice President

John is a veteran political and public opinion researcher who specializes in voter research to inform strategic planning, public policy, and elections. Over the past two decades, John has wedded his passion for community-based politics with his expertise in opinion research. He manages complex projects for DHM, is an experienced focus group moderator, and serves as the firm's political commentator.

John's background includes numerous research projects to support campaigns to fund public infrastructure, including a community center in Gresham, police building in Salem, parks in Tualatin, civic center in Tigard, and libraries in Multnomah County. He is a frequent public speaker, and his insights can often be found in local media including OPB Radio, The Oregonian, Willamette Week, and the Pamplin Media Group.

Tony Iaccarino, Ph.D. – DHM Project Manager

Tony Iaccarino is Project Manager at DHM Research. In his role at the firm, Tony is responsible for communicating with clients to identify their goals, designing quantitative and qualitative research that meets their needs, and providing rigorous analysis resulting in actionable strategic insights.

Tony brings more than 15 years' experience in qualitative and quantitative research design and analysis. He has served as project manager or project coordinator for numerous public opinion survey projects to support local ballot measures in Oregon, including Portland Fire & Rescue GO Bond, Benton County Public Safety Levy Renewal, Oregon City Water Rate Increase, and the City of Bend's Transportation Bond. Prior to conducting opinion research, Tony managed public policy research projects for the City Club of Portland.

CLACKAMAS FIRE DISTRICT #1 LEVY DEVELOPMENT TIMELINE

**MAY
2022**

Initiate Project

Work with key staff and partners to determine internal needs and priorities requiring new funding. Gather initial cost estimates and likely tax impacts.

**JUNE
2022**

Analysis + Recommendations

Present written analysis, memoranda and recommendations to the Board regarding a potential levy for the May 2023 election, including messaging and a public engagement overview.

**JUNE
2022**

Refine + Finalize Concept

Based on Board feedback, internal stakeholders refine and finalize concept. Begin planning and implementation of public engagement process. Establish project management protocols.

**OCT
2022**

Public Involvement

Engage the public in a conversation about the needs and priorities of the district. Use multimodal approaches, including in-person, online surveys and outreach through print media.

**NOV
2022**

Public Survey

Refine any elements of measure, as necessary, based on feedback from public involvement work. Test measure title, cost, elements, messaging in a robust survey.

**DEC
2022**

Finalize Measure

Revise ballot language as appropriate. Draft formal title and explanatory statement in a way that is clear, effective, compliant and designed to pass.

**JAN
2023**

Partnerships

Update and roll out messaging and collateral materials. Begin two month public road show presentations to community groups (chambers, NA's, NGO's, etc.). Develop lists of supporters and work with key stakeholders to draft VPS statements.

**FEB
2023**

Referral + Campaign

Measure is referred to County Elections. VPS statements are submitted. Possible PAC has emerged to fund political communication. Clack Fire conducts safe harbor communications.

Proposed Budget: September 2022 – Ballot Referral (anticipated February 2022)

- A. **Personnel/consulting fee:** \$31,500
 - a. Chris Edmonds – Lead Consultant (60% hours)
 - b. Lindsey Hendren – Community Engagement & Comms Support (40% hours)
- B. **Polling:** \$16,000
- C. **Visual design, content creation, travel and technology:** \$6,000 (fixed budget)

Total Proposed Fee: \$53,500

SURVEY RESEARCH

We recommend conducting a survey of May 2023 likely voters to assess their support for the levy and determine which key messages are most persuasive.

Survey costs are largely driven by questionnaire length and sample size. To respect the District's budget, we propose a short survey that allows a sample size of 300 voters. That is a sufficient sample size to be confident in the accuracy of the overall results, and for analysis by some key demographic groups, such as gender, age, and party affiliation.

We recommend a hybrid approach pairing traditional telephone dialing with a text-to-online conversion method wherein voters are texted a link to participate on an online platform. As it becomes more difficult to reach a representative group of voters through phone calls alone, hybrid methodologies have become increasingly widespread and successful. Whether contacted by call or text, respondents will be asked the same questions.

This approach maintains a high standard of reliability and random sampling while maximizing sample size and reducing cost. Traditionally hard-to-reach audiences such as people under 35, people of color, and cellphone-only individuals are more effectively contacted by text message. While older voters still tend to prefer telephone surveys with a live interviewer.

Approach

DHM would work with the Clackamas Fire District design and conduct the following hybrid survey:

- Phone/text survey of 300 likely voters in May 2023 special election
 - Margin of error: $\pm 5.7\%$
 - Participants are contacted by landline, cell phone, and text message
- Quotas set by age, gender, race, area, and education to ensure a representative sample; final data is weighted to match demographics exactly
- Lengths: 5-6 minutes (about 15 questions)
 - Survey lengths include 7-10 demographic questions
 - The number of questions can vary depending on the type and complexity of the questions
 - Responses to two open-ended questions are collected verbatim and coded into similar categories for analysis

Deliverables

The following deliverables are included in the cost of the research:

- Questionnaire development
- Sample and quota design
- Annotated questionnaire (topline)
- Verbatim file of responses for two open-ended questions, sortable by demographic characteristics
- Crosstabs with demographic banner points
- PowerPoint report, including detailed survey findings by demographic groups and key takeaways
- Presentation of results

Schedule: 3-5 weeks

Cost: \$16,000

ABOUT DHM RESEARCH

Originally founded in 1977, DHM Research has grown to be one of the Northwest’s most trusted independent public opinion research firms. Our experience includes partnering with dozens of Northwest business associations, environmental groups, area tribes, and government agencies. DHM has provided these clients with qualitative and quantitative research to assist in product planning, service and program development, messaging, public policy development, and ballot measures.

Our ability to focus on key issues sets us apart and allows us to analyze findings critically, coupling in-depth reporting with broader context. These specialty areas are:

- n Ballot Measures, Taxes, & Voting
- n Land Use & Transportation Planning
- n Natural Resources
- n Health & Wellness
- n Education Reform
- n Community Planning & Public Involvement
- n Renewable Energy & Energy Efficiency
- n Organization Image Studies

RELATED PROJECTS

The following is a selection of recent DHM Research experience in Clackamas County and supporting local funding campaigns.

Clackamas County (2014, 2016, 2018, 2020): Survey to gauge awareness of County services and residents’ level of satisfaction with these services. The survey also assessed residents’ public service priorities and communication preferences. The 2020 survey also assessed voter support for a levy to fund local historical organizations.

Clackamas County (2018): Survey to measure support for a bond to fund a new courthouse on the Red Soils County campus and determine the most effective messages for and against the bond. The research helped support the County’s secure \$94 million in matching funds from the Oregon Legislature.

Clackamas County (2015): Survey voters in Clackamas County to test opinions around transportation priorities and explore funding options such as registration fees, gas taxes, creating a new taxing district, and property tax levy.

Clackamas Community College (2011): Survey to support the development of a bond measure package to improve college facilities and equipment. The 2011 measure was among the 17 of 23 education funding measures that failed that election. However, the research informed a re-worked measure that passed in 2014.

Benton County, Public Health and Safety Levy Renewal Survey (2021): Survey to assess public safety priorities in Benton County and voter support for renewing a local public health and safety levy. The research informed decisions about the size and spending priorities of the levy and timing for when to place it on the ballot. The measure passed in May 2021.

City of Hillsboro, Local Option Tax Renewal Surveys (2017; 2022): Surveys of Hillsboro voters to evaluate support for renewing the city’s local option tax to fund public safety services. The measure passed in 2017 and is up for renewal in May 2022.

Upper Willamette Soil and Water Conservation District, Rate Creation Survey (2020): Survey of voters to assess support for setting a permanent property tax rate in the district. The survey also evaluated voters’ priorities for watershed management. The measure passed in November 2020.

City of Bend, Transportation Bond Focus Groups and Survey (2020): Survey and focus groups to support the development of a transportation bond measure. The research assessed voters' project and financing priorities and it supported the City's communications campaign. The measure passed in November 2020.

City of Portland, Gas Tax Renewal Survey (2019): Survey to assess voter support for renewing the city's gas tax. The research informed decisions about gas tax rates, investment priorities, and ongoing communication. The measure passed in May 2020.

City of Tigard, General Fund and Public Safety Levies (2016-2018): Multiple surveys and focus group projects to assess voters' attitudes toward civic buildings in the city, including upgrading Tigard's civic center and police building. The measure passed in May 2018.

City of Tualatin, Transportation Bond Focus Groups and Surveys (2017): Focus groups and survey of Tualatin residents to assess support for a bond for road and pedestrian safety improvements. The measure passed in May 2018.

Lake Oswego School District Bond Survey (2017): Survey of Lake Oswego school district voters to measure support for a bond measure and to aid the development of a communication campaign. The measure passed in May 2017.

DHM PROJECT TEAM

The DHM team includes accomplished methodologists and data analysts, who have conducted hundreds of voter surveys across the Northwest. Key project members:

John Horvick, *Senior Vice President*, has more than 20 years of experience in public opinion research. He manages complex projects for the firm, is an experienced focus group moderator, and serves as DHM's political commentator. His local government clients include Bend, Gresham, Hillsboro, Oregon City, Portland, Salem, and Tigard, as well as, Benton, Clackamas, Columbia, Multnomah, and Jackson counties.

Tony Iaccarino, Ph.D., *Project Manager*, is responsible for communicating with clients to identify their goals, designing qualitative and quantitative research that meets their needs, and providing rigorous analysis resulting in actionable strategic insights. With his extensive policy knowledge, research skill, and community engagement experience, Tony works to identify solutions to vexing policy and governance challenges. Clients include cities of Portland, Salem and Bend, Tualatin Valley Water District, Upper Willamette Soil and Water Conservation District, and Benton County.

CLACKAMAS FIRE DISTRICT #1 LEVY DEVELOPMENT 2022-2023

PREPARED BY



COASTLINE

MAY 2022

TABLE OF CONTENTS

- 1** Introduction and Background
 - 2** Staffing and Operational Needs
 - 3** Approach to Levy Development
 - 4** Research
 - 5** Public Engagement
 - 6** Messaging and Media
 - 7** Development Timeline
 - 8** About the Project Team
-

INTRODUCTION & BACKGROUND

Clackamas Fire District #1 is one of the largest and most prominent emergency response agencies in the Portland Metro Area. It serves more than 220,000 residents across a territory of nearly 235 square miles through its network of 20 fire stations.

Unlike most large fire agencies in the Portland Metro Area, Clackamas Fire has operated for years without a dedicated funding stream via a voter-approved levy. This sets it apart in terms of its ability to fund positions and operations at a competitive level. For example, Clackamas Fire's current budget only allows for staffing of three personnel on each engine crew, whereas best operational practices would call for a minimum of four.

A voter-approved levy presents a clear pathway for Clackamas Fire to make long term gains in staffing and operations. At earliest, this could be accomplished through a May 2023 ballot measure referral.

This report is intended to provide an overview of a levy-development process for agency leadership and its Board of Directors, as well as key recommendations on public engagement and messaging.



UNLIKE MOST LARGE METRO-AREA FIRE AGENCIES, CLACKAMAS #1 DOES NOT HAVE A VOTER-APPROVED LEVY

STAFFING & OPERATIONAL NEEDS

Clackamas Fire has a range of staffing and operational needs under consideration for enhanced levy funding:

- **Add a 4th member to 10-12 fire apparatus**
- **24/7 staffing for Station 12**
- **24/7 staffing for Station 13**
- **24/7 availability of an alternative response.** *This would rely on a Rescue 3 or car concept and handle 2500-2800 calls in the core between stations 1, 4, and 5*

Adding most, or all, of these funding elements would result in an additional 58-66 Full-time employees (FTE) at a total annual cost of XX - XX.

The required enhanced levy rate to fund these services is approximately \$0.45 - \$0.52 per thousand of assessed value. At a district-wide median assessed value of XXX,XXX, the annual cost to a homeowner would be \$XX.

A levy rate in this range would place Clackamas Fire at the high end of districts in the Portland region.

COMPARABLE DISTRICTS

Enhanced service levies are common throughout Oregon. Common reasons for rate variance include differences in assessed tax base, geographic spread, local economy and political preferences.

- TVF&R - \$0.45/1000 (*\$1.52 permanent base*)
- Canby Fire - \$0.45/1000 (*\$1.55 permanent base*)
- Redmond Fire - \$0.27/1000
- Marion Co. District 1 - \$0.59/1000 (*\$1.90 permanent base*)

APPROACH TO LEVY DEVELOPMENT



SUCCESSFUL TAX MEASURES SHARE FIVE COMMON CHARACTERISTICS

Experience shows us that successful tax measures share five common characteristics:

1. Funds are requested for a need that can be clearly explained
2. Voters perceive direct benefit from the investment
3. All expenditures are considered "essential" by voters
4. Referring jurisdiction has track record of sound management
5. Tax rates are considered affordable for the community

With this in mind, we recommend that Clackamas Fire:

- Focus its levy on the *need* to achieve full staffing levels

- Message to the community the direct benefits it can anticipate or maintain through the levy, e.g. response times, service coverage, quality of response & health and safety
- Build levy around staff positions, and fund other operational priorities through existing funds
- Consistently message the levy as a solution to recent budget shortfalls
- Ensure that levy rates do not exceed what is considered a minimal, affordable expense by average voters (cup of coffee/week)

RESEARCH



Despite the visibility of political campaigns, most tax measures pass or fail based on substance and/or pre-existing sentiments within the electorate. For this reason, we recommend that Clackamas Fire focus 90% of its effort on developing a well-crafted measure tested by scientific polling prior to referral.

A public opinion poll would be appropriate in November 2022, following public engagement and sufficiently ahead of referral deadlines. That way, the survey will be informed by qualitative public engagement and fielded in time to allow for measure or messaging revisions.

A phone survey of approximately 300 voters would yield an acceptable margin of error of less than +/- 5% at a cost of \$20-30,000 depending on length and selected vendor.

The goal of this research is to unlock information on public perception of the funding request, confirm affordability levels, ascertain voter trust in the department and equip Clackamas Fire leadership and supporters to communicate clearly and effectively about the measure. This survey will also produce a snapshot "horse race" to provide District leadership with confidence that the measure is likely to succeed.



**POINT TO A RECORD
OF INVOLVING
COMMUNITY LEADERS
AT EACH STEP**

Jurisdictions that are successful in passing tax measures are typically able to point to a record of involving community leaders at each step of the way.

Following a decision to pursue a levy, we recommend that Clackamas Fire develop and execute a public engagement process to both educate the public and gather information towards refining the request.

The timing for this process is Fall of 2022, and we recommend that the District employ one or more of the following approaches:

Open Houses/Workshops

Three open houses (3 different stations). Presentation on levy, Q&A and values mapping (sticker charts)

Qualitative Online Surveys

SurveyMonkey and other platforms provide opportunities for open-ended Q&A, as well as education

Ad-hoc Presentations

Outreach to community groups: senior centers, NA's, chambers, etc.

Zoom Presentations

Same, but virtual!



A levy campaign begins on the day that an organization decides to pursue one. Clear, transparent and accurate communication is essential from day one - the community will be watching!

Messaging should be designed to educate the public on operations and performance, build awareness of specific needs and outcomes sought through the levy, and consistently reinforce the five core elements of passing tax measures.

In the early phase, a successful messaging effort will focus on two things:

1. Highlighting the need; and
2. Communicating the process and timelines

As a first step, we recommend that Clackamas Fire create a web page on its site specifically devoted to the levy, with a regularly updated timeline and information about the levy and how to get involved. This will be a critical first resource for community members, stakeholders, and members of the media.

**FRAME THE ISSUE
AROUND WHAT
MATTERS TO THE
COMMUNITY**

CLACKAMAS FIRE DISTRICT #1 LEVY DEVELOPMENT TIMELINE

**MAY
2022**

Initiate Project

Work with key staff and partners to determine internal needs and priorities requiring new funding. Gather initial cost estimates and likely tax impacts.

**JUNE
2022**

Analysis + Recommendations

Present written analysis, memoranda and recommendations to the Board regarding a potential levy for the May 2023 election, including messaging and a public engagement overview.

**JUNE
2022**

Refine + Finalize Concept

Based on Board feedback, internal stakeholders refine and finalize concept. Begin planning and implementation of public engagement process. Establish project management protocols.

**OCT
2022**

Public Involvement

Engage the public in a conversation about the needs and priorities of the district. Use multimodal approaches, including in-person, online surveys and outreach through print media.

**NOV
2022**

Public Survey

Refine any elements of measure, as necessary, based on feedback from public involvement work. Test measure title, cost, elements, messaging in a robust survey.

**DEC
2022**

Finalize Measure

Revise ballot language as appropriate. Draft formal title and explanatory statement in a way that is clear, effective, compliant and designed to pass.

**JAN
2023**

Partnerships

Update and roll out messaging and collateral materials. Begin two month public road show presentations to community groups (chambers, NA's, NGO's, etc.). Develop lists of supporters and work with key stakeholders to draft VPS statements.

**FEB
2023**

Referral + Campaign

Measure is referred to County Elections. VPS statements are submitted. Possible PAC has emerged to fund political communication. Clack Fire conducts safe harbor communications.

ABOUT THE PROJECT TEAM

COASTLINE | STRATEGY + PR



CHRIS EDMONDS
PRINCIPAL + FOUNDER

Chris founded COASTLINE with a singular goal: to help his clients navigate the increasingly complex political, media and business landscapes of the Pacific NW.

Chris is a fifth-generation Oregonian and a veteran of NW public affairs. His career includes service to two U.S. Senators, three state Governors, numerous state and local officials, and as head of Government Affairs for Oregon's largest state agency.

Since entering private practice in 2016, Chris has helped clients, ranging from the world's largest corporations to local nonprofits, accomplish complex development projects and policy initiatives in every state on the West Coast.



LINDSEY HENDREN
PROJECT CONSULTANT

Lindsey is a native Oregonian with family and professional ties stretching across the Pacific NW.

Lindsey gained her experience in the trenches of some of the region's highest profile issues, including climate change, transportation, mental health and education funding. Her accomplishments include securing contested state approval for a major healthcare facility and passage of one of Oregon's largest largest ever (per-capita) school bonds.

At COASTLINE, Lindsey specializes in strategic communications, project management and community relations for local and national clients.



CONTACT US

CHRIS EDMONDS
CHRIS@COASTLINEPR.COM
(503) 961-4115

MAY 2022

CLACKAMAS FIRE DISTRICT

STRATEGIC COMMUNICATIONS AND RESEARCH SERVICES

*Submitted by: Wayfinder Communications
July 31, 2022*





991 Liberty Steet SE. Salem OR, 97302
tel 503-363-2169 www.wayfindercomms.com

July 31, 2022

Mr. Stewart,

Thank you for the opportunity to submit a proposal on behalf of Wayfinder Communications to assist the Clackamas Fire District with ensuring a successful local option tax campaign in May of 2023. Our integrated and diverse team makeup, combined with our deep experience running successful campaigns and our proven approach to strategic communications position us as the best partner to help lead you through this campaign process.

The modern campaign landscape is one that is constantly evolving. The ever-changing complexity of messages and digital media combined with rapid shifts in public opinion due to national politics require a diverse skillset. Wayfinder Communications has just that. We know how to get a local option campaign passed and can navigate the Fire District through this process so that you are successful in May.

We look forward to the opportunity to partner with you on this campaign initiative.

Sincerely,

Dylan Frederick
Managing Director, Wayfinder Communications



I. ABOUT WAYFINDER

Full-Service Campaign Communications + Polling

Wayfinder Communications – a division of Public Affairs Counsel – is an Oregon-based, full-service communications agency specializing in marketing, public relations, and public affairs campaigns. We are a team of award-winning strategists, storytellers, and communicators with a wide-range of expertise across varying disciplines that help organizations and businesses take their brands and campaigns to the next level.

Under the Public Affairs Counsel umbrella, Wayfinder partners together with its sister company, Nelson Research, to gauge public opinion on bond issues, track voter sentiment, and make informed, research-based strategy decisions. Together, Wayfinder Communications and Nelson Research offer an integrated, full-service approach to communications campaigns that utilize effective and data-driven decision making every step of the campaign.

Decades of Expertise Leading the Way

Wayfinder Communications emerged out of the necessity for better campaigns and innovative approaches to communications campaigns in 2019. The team that leads Wayfinder has decades of experience doing just that—building successful and research-driven campaigns. We leverage our understanding of campaigns, public opinion, and creative story telling at every step while we put our expertise to work.

Prior Campaign Experience

Wayfinder is a new entrant into the marketplace, but one with a base of 25 years of experience in providing polling and consulting to dozens of school districts and local governments across Oregon.



JL WILSON

President

JL Wilson is the President of Public Affairs Counsel and would serve as a strategic advisor for the district. He has worked over 23 years in the Oregon legislature – 20 as a lobbyist. His career began as the Legislative Director for two Speakers of the Oregon House of Representatives. JL then served as Senior Vice President at Associated Oregon Industries before joining Public Affairs Counsel in 2014.



HUGH ADV

Research Manager

Hugh Advy is the Research Manager and specializes in political polling and survey research for Nelson Research. He would help coordinate survey research and polling for the district. Hugh has years of public policy experience in the Oregon legislature that he uses to generate solutions and strategic insights for PAC.



TAYLERANNE GILLESPIE

Account Manager

Tayleranne Gillespie is an account manager for Public Affairs Counsel and Wayfinder Communications and would serve as an account manager for the district. She previously led communications and public relations efforts at the Oregon Concrete & Aggregate Producers Association, legislative leadership offices at the State Capitol, and for Secretary of State Bev Clarno. She graduated from Western Oregon University with a bachelor's degree in political science.



PATRICK SIENG

Director of Strategic Partnerships

Patrick Sieng is the Director of Strategic Partnerships and association/project management specialist and lobbyist at Public Affairs Counsel. Patrick would serve as a project consultant for the district. He previously was a lobbyist at the Association of Oregon Counties covering telecommunications/broadband and public safety issues for eight years after having spent five years as legislative aide to State Rep. Jean Cowan and the Ports Policy Analyst at Business Oregon. In 2008, he successfully managed the \$242 million Salem-Keizer School Bond Measure, which at the time was the largest school bond measure in state history.



DYLAN FREDERICK

Managing Director

Dylan Frederick is the Managing Director of Wayfinder Communications and would serve as project director for district. He was previously the Agency Coordinator at a local marketing agency and recently earned his Master's in Strategic Communication from University of Oregon. Dylan has a wide range of communications skills that stem from 10 years in communications, marketing, and public affairs. As a former resident of Silverton, he served on the city's tourism and promotion committee for two years.



JESSICA CHAMBERS

Account Manager

Jessica Chambers is an account manager with Wayfinder Communications and Public Affairs Counsel. She would assist with communications for the district. Prior to joining Public Affairs Counsel, she spent nine years as the director of communications at the Salem Area Chamber of Commerce, where she managed content and design for their publications and website. Her work earned multiple awards, including best overall communications program. She is a graduate of the Western Association of Chamber Executives Academy program, where she returned to teach the marketing and communications course for several years.



ALICIA GIVENS

Director of Operations

Alicia Givens is the Director of Operations, providing administrative, scheduling and other operational services for the PAC team. She would assist the project team in their work with the district.



GRAHAM MOLTHAN

Creative Director

Graham Molthan is the Creative Director. He would work on all branding and graphic design needs for the district's bond measure. Prior to joining PAC, he has served a wide-array of local Oregon businesses and non-profits in the Salem area with creative direction and brand expertise. Graham worked for a local marketing agency and ran his own design business before landing on our team.

II. MARKETING AND CAMPAIGN APPROACH

Ensuring a successful passage of a local option levy for the district necessitates an approach that builds authentic connection with voters in the district, while inspiring them about the work the district does to serve constituents and neighbors in the community. Our approach is undergirded by lessons we've learned over years of working with school districts and local government and shaped by three concepts that work in harmony toward successful outcomes:

1. Our campaign framework must seek to cast a vision that shows voters what the impact of a successful outcome would mean to them on a personal level. Whether that means faster response times, better equipped ambulances, or safer neighborhoods—we must paint a picture that makes the levy *personal to families* that are served by the district.
2. The narrative has to demonstrate a need. We live in a day and age in which voter distrust toward institutions and media rises by the day. People must see the need and understand how the local option levy addresses the need.
3. Our campaign will convey value to people. If voters understand the value of what they are being asked, they'll be able to more quickly become inspired to become part of a vision to solve the problem.

Leveraging decades of experience and knowledge with campaigns and local government, our approach to campaigns is unique. Here are the tried and true principles we follow:

1. **Honesty Above All**

It's crucial to have tough conversations with clients, which is why we will always have a candid approach with you. In the preliminary stages of the campaign, poll research will determine the viability and the sentiment of the option levy. If there is a scenario where the issue isn't viable or there is work to be done to build the district's credibility, this is a conversation we will be honest and upfront about. Sometimes there is a loud minority of people within a district who amplify louder than the support, and sometimes voters' perspectives toward their own personal economies shift, which is why research and honest conversations about it are critical.

2. Authenticity Is Key

Every campaign is confronted with the question of how to craft messages and tactics that will connect with voters on a personal level. Our approach centers on keeping authenticity at the forefront of the process. By leveraging “micro-narratives” of supporters, coordinating hand-written postcards, and asking voters for their feedback about what excites and inspires them, we let authentic personal stories and connection fuel the engine that gets us across the finish line.

3. Only Measure What Matters

It’s not easy to look through the laundry list of metrics and decipher whether CPM, CTR, CPC, engagement, or impressions are the best indicator to determining whether a campaign is on track. We measure what matters in strategic communications campaigns—which is the *sentiment* and *connection* from voters through specific tracking tools that overlay the data on top of the feedback given.

4. Let Research and Data Drive the Process

Not every communications firm has a polling agency as a sister company to harness data and public opinion. As a truly integrated communications firm, we’ve forged a joint product that allows clients to not only get the research they need to make informed campaign decisions, but the messaging and strategies that emerge from this polling. Our joint strategy and messaging product is culminated into a strategic brief we use as a blueprint to guide communications strategy throughout the duration of the campaign.

5. Execute Flawless Fundamentals and Stay on Message

Firstly, many campaigns fall short because of missed details—targeting the wrong audience, not playing to your strengths, letting false narratives define the campaign, or not conveying the right message. Our approach starts with the premise that we can’t afford to miss the fundamentals. This is why we’ve built in regular campaign briefings with the client that include daily communication, weekly touch base calls, a monthly “direction checks”. We keep an eye on the details and ensure everyone is moving in the same direction.

On-Point Campaign Messaging

Secondly, Wayfinder works in partnership with Nelson Research to provide a “message box” document which captures the highest polled messages and frames them in a way that is usable and easy-to-understanding for the client. The message box will provide the basis of campaign messaging, educational materials and sessions, as well as print materials.

Our team will assist Clackamas Fire District in message training and discipline so that all stakeholders involved in the campaign can collectively stay on message.

With that approach in mind, the following is an outline of the campaign strategy and activities:

III. **Key Communications Activities and Deliverables**

Our outline of communications activities and deliverables will serve as a general framework for the duration of the campaign that would help to guide the process through May of 2023. Our campaign outline would contain the following:

A. Determination of Priority and Viability

Prior to delving into a campaign, the Clackamas Fire District will want to know whether it enjoys a credible reputation and what the community priorities are to determine the level of viability of a campaign. Our first effort would determine community priorities and viability.

B. Survey Research for Determination of Levy Rate

As mentioned, Wayfinder will partner with sister company, *Nelson Research*, to conduct public opinion survey research to determine the proper levy rate. The purpose of this survey would be two-fold in laying out initial messaging and narratives for the campaign, and identifying the proper levy rate. The polling would be an included cost, which would fall within the single contract with Wayfinder.

C. Information and Education Campaign Development

Upon conducting the initial benchmark survey, the team at Wayfinder Communications will assist the district in helping to analyze the data and determine which projects should be included in the measure. Wayfinder will assist the district in demonstrating both the need and community support for the projects that show the highest levels of support in the survey.

D. Ballot Title and Explanatory Statement Development

Wayfinder can assist the Fire District with the ballot title development process. The ballot title development and explanatory statement development would be consistent with poll tested messaging and remain consistent with messaging discipline.

D. Voter Pamphlet Statement

In running a trust series aligned with the initial community survey, we would determine who the community trusts most to deliver messages pertinent to the measure. We would construct voter pamphlet statements and identify the messengers that align with the poll tested research.

A. Print Collateral Development

Throughout the campaign, it will be important to have printed materials such as brochures and collateral that can be used to educate voters about the background surrounding the measure and what it does. Wayfinder will take on the development of these materials.

B. Brand and Website Development

While the brand of the Clackamas Fire District in itself may have recognizable core benefits to your constituency, the brand for the levy campaign would be specific to the effort and how the money would help to support the fire district's important work in the area.

In congruence with the development of the campaign brand narrative, we would build a website, which would act as the information hub for campaign messaging, while giving voters the ability to sign up to support the effort or give personal testimonials about their experience with the district.

C. Photo and Video Asset Shooting and Development

Through the duration of the campaign, it will be important to have photos and video that can be used in the campaign materials and collateral. We contract with partners who can shoot video and take high resolution photos that are compelling for usage in the campaign.

D. Public and Media Relations

Our communications team will develop a public and media relations plan, which will be executed as part of the overall campaign strategy. The public and media relations plan begins with a “media pitch” calendar, that encompasses story pitches in the county, letters to the editor, and interviews for “micronarratives” which we could leverage for media response in requests for interview.

E. Social Media Development and Management

Social media is a core pillar of communicating with voters within the district because of the saturation of people who now have a presence on Facebook, Instagram, or Twitter. Following the brand and website development, we would develop a social media account for the campaign and post regular content such as infographics, news, stories, and videos about the levy proposal and how it would impact the fire district and thus the community.

F. Display and Pre-Roll Advertising

Display and Pre-Roll advertising allow us to place ads and messaging in front of our target audiences through sites they frequent online. Some of those sites include local news other local places— but also a host of millions of other sites where our ads tend to act like online billboards that will drive audiences to our website.

G. Direct Mail Development and Execution

In local campaigns that center on a community institution like yours, direct mail is always king. Half of direct mail is designing pieces that are compelling and informative and the other half is understanding how to target the right households so that your audience is carefully targeted. We handle design and execution of direct mail in-house at Wayfinder.

H. Direct Voter Contact (Phone Calls and Post Cards)

Utilizing supporters of the campaign and direct voter contact through phone banks is key because people are more quickly motivated to take action or support a cause from hearing about it from their peer than they are a government entity. We coordinate these activities as part of a larger voter contact plan that we would develop.

IV. TIMELINE

November 2022 – December 2022

- Engagement with Clackamas Fire District
- Evaluation of projects/needs
- Research and Assessment
- Facilitate community meetings
- Work with district to formulate ballot language
- Development of Community Priority Research Survey (Poll 1)

January 2023

- Community engagement
 - Share information
 - Respond to community inquiries
 - Continue to identify and interview community leaders and potential partners
 - Continue coordinating speaking engagements with neighborhood associations, organizations, service clubs, business groups for the fall
 - Social media campaign highlighting facts/need for local levy and public hearing/council process
 - Develop ballot title and measure explanatory statement with district board with consultation from special districts association, secretary of state's office, Clackamas County elections, and district's legal counsel

February 2023

- Brand and website development
- Submit “Request for Ballot Title” with Clackamas County Elections
- Plan photo and video asset shoots
- Launch and unveil campaign initiative
 - Public Relations launch with earned media pitch
- Development of benchmark research survey (Poll 2)
- Social media launches immediately after earned media to build informational narratives and education about the levy and what it is.

March 2023

- File Notice of Measure Election with final ballot title and Measure Explanatory Statement (we should replace “voter pamphlet” with this language) to Clackamas County Elections
- Display, Pre-Roll, and social media advertising begin.
- Continued earned media execution and micro-narrative gathering
- Direct mail development process begins

April 2023

- Live ID phone calls to voters
- Continued digital advertising to gather petition signed supporters
- Launch and unveil campaign initiative
 - Public Relations launch with earned media pitch
 - Social media launches immediately after earned media to build informational narratives and education about the levy and what it is.
- Development of mini-benchmark research/tracking survey (Poll 3)

May 2023

- Direct mail execution.
- Live phone calls to voters
- Continued digital advertising
- Text messages to voters



V. BUDGET

<p>Campaign Management Research development, message development, campaign organizational development, social media management, media relations, advertising management, website updates, ongoing team calls, content development, creative development and management, advise bond committee</p>	<p>\$25,000 (\$2,500 monthly from November 2022 – December 2022) (\$4,000 monthly from January 2023–May 2023)</p>
<p>Survey Research N=380 community priority survey (18.5K) N=380 benchmark survey (17.5K) N=380 Mini-benchmark, tracking survey (8K), <i>if needed*</i></p>	<p>\$44,000</p>
<p>Website Development and Maintenance</p>	<p>\$4,000</p>
<p>Live Phone Calls and Texting We would call a modeled “persuasion” universe of voters three times to remind them to turn in ballots, as well as send text reminders to other universes.</p>	<p>\$18,500</p>
<p>Facebook Advertising Facebook advertising would leverage both 15-30 second videos, as well as display graphics over the course of the 4-month campaign duration.</p>	<p>\$14,000</p>
<p>Direct Mailings We would envision sending 4 direct mailings total. One timed when ballots arrive in mailboxes, and three timed sequentially after.</p>	<p>\$56,000 (14K per mailing, roughly estimating modeled mail universes)</p>
<p>Pre-Roll and Display Advertising Pre-Roll and Display advertising would be run to help build awareness for our campaign within the initial stages.</p>	<p>\$15,000</p>
<p>Photography and Video Production</p>	<p>\$7,000</p>
<p>Print Materials and Collateral</p>	<p>\$4,600</p>
<p>Total:</p>	<p>\$188,100</p>

PACIFIC NORTHWEST COMMUNICATIONS



CLACKAMAS FIRE DISTRICT #1

PROPOSAL FOR CAMPAIGN SERVICES

INTRODUCTORY LETTER

Brian Stewart
Clackamas Fire District #1

Subject: Proposal for Local Option Tax Campaign Services

Dear Mr. Stewart,


Pacific Northwest Communications is pleased to present this proposal to Clackamas Fire District #1 for campaign services including strategic marketing, communications, material development, and polling. PNW Communications is exceptionally qualified to deliver personalized services to ensure your organization is well-prepared to make the best decision on a bond measure and have the best opportunity to earn voter approval in May 2023.

We bring decades of experience on campaigns and other matters related to construction, public safety, education, health care, transportation, economic development, land use, tax policy, and more. Our key objective is to ensure our clients have a thorough understanding of the current electoral climate within their voting districts and a winning message to ensure success at the ballot box. This approach takes the long view — we believe in not only winning on election day, but setting up our clients for future success.

Excellent communication with you is our top priority. In this proposal, we will share some of our typical modes, such as written reports, phone calls, and in-person presentations. We will work to adapt our style to meet your needs. Many clients consider us an extension of their own teams, and we feel the same way. We succeed when you succeed.

We assembled this proposal to include our time-tested approach, examples of past success, and an introduction to the team members who would be working on this campaign. We look forward to following up with you to further explain our campaign approach and answer any questions you may have. If selected for this work, our team of professionals is ready to begin work immediately. Thank you for your consideration.

Sincerely,



Ryan Tribbett
President, Pac/West Lobby Group
dba Pacific Northwest Communications

PROPOSED APPROACH

Pacific Northwest Communications has developed this Scope of Work which we believe will meet the needs of Clackamas Fire District #1 as it prepares for a bond measure campaign to fund response capabilities, additional staffing, and medical service delivery.

1. KICK-OFF AND SCOPING MEETING

- PNW Communications will hold an initial scoping meeting with CFD leadership once the board approves the contract. The meeting will review and confirm primary and secondary goals/objectives, budget, project management, milestones, point of contact, and roles of PNW Communications and CFD team members.

2. RESEARCH/POLLING

- Extensive research including analysis of past community outreach, media coverage, demographics, communication channels used, and fire district reports is critical to understanding the appropriate tone and audience for campaign.
- At least one public opinion poll will be necessary to develop an appropriate levy rate, take stock of community priorities, measure general sentiment among likely voters, and test messaging to inform the campaign approach. Late summer 2022 is the prime opportunity for an initial poll to reach residents before the November 2022 election. If the results show a need for intensive messaging, a second poll may be required in December 2022 before a final decision is made on the measure.
- PNW Communications will subcontract phone polling to Moore Information Group, a trusted firm that has provided accurate analysis that has set up many campaigns for success. A full presentation of polling results will be provided to CFD leadership.
- PNW Communications may also conduct a limited number of interviews with employees, partners, businesses, media, and community members to better define and understand target audiences.

3. STRATEGIC PLAN DEVELOPMENT

- Based on research, PNW Communications will develop a comprehensive communications plan that includes a report on findings, accounting of all audiences and corresponding key messaging, recommendations for district communications team members, recommendations for coalition

building among partners, an outline of delivery channel options (i.e., website, social media, earned media, direct marketing, etc.), and a detailed budget for implementation.

- A key to any campaign is fundraising. A piece of the planning stage is identifying partners, organizations and others who would benefit from the passage of the bond. Once identified, PNW Communications will be prepared to develop a coalition in the form of a political action committee to raise funds and deliver a successful bond measure.

4. PRODUCTION AND EXECUTION

- Upon approval of the strategic communications plan and authorized budget, PNW Communications will begin production and implementation of materials. This includes:
 - Suggested updates to the CFD website to ensure aligned messaging.
 - Detailed week-by-week campaign calendar to prepare for May 2023 election.
 - Development of a marketing framework and talking points.
 - Creation of collateral material (i.e., graphics, video production, brochures, advertising, social media, earned media, direct mailings, etc.)
 - All materials will include appropriate language translation based on local needs.
- PNW Communications will coordinate delivery of messaging with the CFD communications team depending on the channel of distribution.
- PNW Communications will draft the ballot title and voter's pamphlet for precision, accuracy and consistency.
- All drafts will be submitted to district leadership for approval before publication.

5. REPORTING

- PNW Communications will prepare and present reports to CFD or other partners, as determined by district leadership.
- PNW Communications will prepare monthly reports to the fire chief and/or board of directors. (Communication between main points of contact may be more frequent if necessary.)
- PNW Communications will be available for requested in-person or phone meetings to discuss priorities and strategy.

PROPOSED APPROACH

DELIVERABLES

Meetings

- Kick-off meeting and open discussion session (August 2022)
- Public polling overview (October 2022)
- Plan implementation meeting (November 2022)
- Tax levy measure presentation to board (January 2022)
- PAC formation meeting (February 2022)

Reports

- Public polling report (October 2022)
- Monthly reports for the duration of the contract

Materials

- Talking points document (October 2022)
- Strategic communications plan (November 2022)
- All material production as defined in strategic communications plan, including:
 - Digital materials (i.e. video, graphics, social media, advertisements, information for website)
 - Print materials (i.e. mailers, brochures)
 - Media materials (i.e. press releases, op-eds, media pitches)
- Campaign calendar (January 2022)
- Tax levy and voter pamphlet language (February 2022)

	August	September	October	Nov.-Dec.	Jan.-Feb	March-May
Kick-Off Meeting						
Research						
Public Opinion Polling				<i>(optional)</i>		
Plan Development						
Planning Meeting						
Implementation						
Ballot Title Approved						

CASE STUDIES

UMATILLA COUNTY FIRE DISTRICT #1

Local voters in 2016 approved merging the Hermiston and Stanfield fire departments into a unified Umatilla County Fire District #1, streamlining services and eliminating overhead costs. Because of continued population growth leading to increased demand for fire and ambulance service, the fire district hired Pacific Northwest Communications in May 2020 to create a communications plan for the fire district, explore the opportunities and challenges of running a capital bond measure, and developing a campaign strategy to earn voter approval.

PNW Communications spent the first six months creating and distributing communications for the fire district, highlighting the need for modern equipment, vehicles, and facilities. At the end of the communications campaign, the fire district created a \$13.145 million bond measure. PNW Communications then assisted in the creation and management of a political action committee to campaign for the bond. In May 2021, voters within the fire district approved the bond measure at 57.2%.

Research

PNW Communications performed public opinion polling in early 2021 to gauge public perception of the fire district, find a passable bond price point, and test messaging options based on district needs. This provided the foundation that allowed us to complete the public awareness portion of the campaign and begin a robust bond-specific campaign through the political action committee.

Creative

Because Umatilla County Fire District #1 is relatively new and encompasses two neighboring cities of Hermiston and Stanfield, PNW Communications developed messaging to resonate with both communities while reinforcing the mission of the district and need



for financial support. This work continued into the campaign phase. PNW Communications produced:

- Annual report and one-pager
- Direct mailer pieces
- Campaign website
- Targeted door-to-door pieces
- Social media posts
- Campaign signs

Community Support

PNW Communications actively sought endorsements from local entities, including elected officials and organizations, as well as private businesses. These endorsements were used as letters to the editor and as part of the fundraising effort for the Yes for Umatilla County Fire District campaign.

Voter Turnout Effort

PNW Communications spent the final weeks of the campaign soliciting supportive voters to ensure they turned in their ballots in partnership with the volunteer firefighters association. The Get Out The Vote (GOTV) effort was accomplished through targeted door knocking, social media posts, and direct mailers.

Earned Media

The campaign built support for the fire district while educating the public about the need for safety equipment and new facilities. PNW Communications drafted press releases on behalf of the fire district, letters to the editor that were published in the local newspapers, and op-eds from the fire chief. PNW Communications also prepared the fire chief and PAC members for editorial board interviews, which resulted in endorsements by the local media outlets.

CASE STUDIES

MARTHA SCHRADER

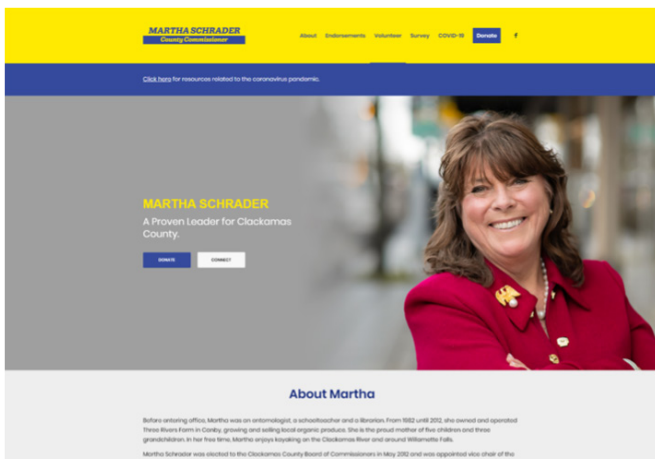
Pac/West guided Commissioner Martha Schrader to her third reelection victory with 67.7% of the vote in the May 2020 primary election. With this being a nonpartisan race, Schrader avoided a runoff in November by earning at least 50 percent of the vote. Pac/West had previously helped secure re-election victories for Commissioner Schrader in 2016 and 2012.

Our Approach

This race was made more challenging by entrance of two challengers for Position #3 on the Clackamas County Board of Commissioners. While neither candidate was considered a credible threat, the three-way race carried the potential to draw votes away from Commissioner Schrader that would have forced a runoff in November.

With the goal of winning outright in May, we opted to run an aggressive campaign to communicate Martha's message to voters. The core message was "experience matters," highlighting Martha's successful track record while warning against newcomers with little to no experience. Paid outreach included direct mail, digital ads, social media ads, Pamplin print and digital media ads, and an ad in the NW Labor Press.

One obstacle that arose during the campaign was COVID-19. The virus reached Oregon in late February, and by mid-March, nearly the entire state was "shut down" and most people were working from home. This caused voter contact to change significantly, as door-to-door canvassing was no longer possible and candidate forums were held via video conference technology. This put greater emphasis on the paid outreach elements described above.



The campaign also pivoted to a message of community support: the campaign website was updated to include links to economic and health resources, and new digital ads featured Commissioner Schrader delivering food boxes and checking in on senior citizens by telephone.

Results

The race was quickly called for Commissioner Schrader on Election Night.

- Martha Schrader: 78,225 votes, 67.4%
- Bill Osburn: 32,007 votes, 27.6%
- Evan Geier: 5,599 votes, 4.8%

The results of this race speak more to the campaign and the candidate than to voter attitudes more broadly. As evidence, we saw the same electorate vote much less decisively in two other county-wide commissioner races. Incumbent Commissioner Ken Humberston eked out a win with 48.7 percent, forcing him into a runoff this November. Incumbent County Chair Jim Bernard received just 46.5 percent and lost outright to challenger Tootie Smith, who received 53.2 percent.



New Logo

At the beginning of the campaign, Pac/West designed an updated logo to replace the outdated version that had been used for several past campaigns. The new versions maintain the same color scheme, which was important because it needed to tie in with existing yard signs.

CASE STUDIES

YES FOR HERMISTON SCHOOLS

The Hermiston School District is the largest in Eastern Oregon, and the fastest growing. In order to keep up with student growth, the school district proposed a school bond in 2017 to fund the construction of three new elementary schools, added classroom space at the high school, and funded deferred maintenance across the district. The bond measure drew just 41.9% support in a prior May election.

Pac/West Communications was hired to conduct public outreach to create a bond package the community would support, then assist the Yes for Hermiston Schools PAC in campaigning to deliver that message to voters. After public polling and on the recommendation of Pac/West, the district pursued an \$82.7 million bond that scaled back the number of projects. Pac/West developed and implemented a communications plan that built public support for the district while framing discourse around talking points favored by most residents.

In November 2019, Hermiston voters approved Measure 30-130 at 52.5%, a 10-point swing from the previous attempt. It was the largest school bond ever passed in Eastern Oregon, in a district with nearly a 2-to-1 Republican-to-Democrat active voter difference.

Research

Pac/West performed two rounds of public opinion polling. The first, in December 2018, tested sentiments of likely voters about the most important issue facing the community, the school district's reputation, and the prospect of a new school bond. This provided key information that allowed Pac/West to work with the school district to run a public awareness campaign that built broader support. A second round of public opinion research was conducted in April 2019 that found positive movement in support of the district and administration.

Creative

Understanding the top concerns of likely voters helped direct our campaign effort to messages that would resonate among key audiences. A series of messages needed to be delivered to diverse communities in a specific order. Pac/West produced:

- Direct mailer pieces



So we as a committee actually went to the different schools, asked the principals and other staff members what the issues were, and based our judgement on what was a priority and what could wait. **Every one of us (34) on the committee owns homes and we were there to make sure that our taxes as well as yours would not go up, and meet the district's needs, which are serious and needing addressed now.** Everyone please support our school district, these are our kids.

Perry Hawkins | "School district bond is transparent"

**Return Your Ballot Today
Vote Yes On Measure 30-130**

- Printed mailer newsletters
- Targeted door-to-door pieces
- Social media posts
- Email newsletters

Community Support

Pac/West actively sought endorsements from local entities, including elected officials and organizations, as well as private businesses.

Voter Turnout Effort

Pac/West spent the final weeks of the campaign soliciting supportive voters to ensure they turned in their ballots. The Get Out The Vote (GOTV) effort was accomplished through targeted door knocking, social media posts, direct mailers, and email newsletters.

Earned Media

The campaign built support for the school district while educating the public about the need for new school facilities. Pac/West drafted letters to the editor that were published in the local newspapers, op-eds from the school district superintendent, and pitched several positive stories that were reported independently in the media. Pac/West also prepared Yes for Hermiston Schools members and the school superintendent for editorial board interviews, which resulted in endorsements by the local media outlets.

PROJECT TEAM



RYAN TRIBBETT

GOVERNMENT & PUBLIC AFFAIRS SPECIALIST

WORK EXPERIENCE

- **PRESIDENT | PAC/WEST LOBBY GROUP**
October 2020-Present
- **EXECUTIVE VICE PRESIDENT | PAC/WEST COMMUNICATIONS**
October 2019-October 2020
- **SENIOR VICE PRESIDENT | PAC/WEST COMMUNICATIONS**
October 2016-October 2019
- **VP OF GOVERNMENT AFFAIRS | PAC/WEST COMMUNICATIONS**
June 2012-October 2016
- **SENIOR ACCOUNT MANAGER/LOBBYIST | PAC/WEST COMMUNICATIONS**
July 2010-June 2012
- **ACCOUNT MANAGER/LOBBYIST | PAC/WEST COMMUNICATIONS**
August 2008-July 2010
- **CHIEF OF STAFF | OREGON STATE LEGISLATURE, SEN. RICK METSGER**
November 2004-August 2008

Ryan's coalition-building skills have led to success for clients on the campaign trail as well as the development of key state programs. He has overseen campaigns for a variety of measures and candidates, using a research-first approach to build compelling messages that resonate with voters. His record of working with candidates in Clackamas County and special districts around the state speaks for itself.

He has also helped clients secure millions in capital construction funding for health care facilities and establish new tax credits for Oregon's shortline railroads. In addition, he has helped pass both of Oregon's largest and environmentally friendly transportation packages, totaling over \$6 billion in transportation project investments.

Regardless of political swings, Ryan's ability to translate client needs into an obtainable political strategy has helped Pac/West Lobby Group clients achieve their goals and overcome challenges previously seen as insurmountable.

CONTACT



PHONE

503-851-1783



EMAIL

tribbett@pwlobby.com



ADDRESS

PO Box 12518
Salem, OR 97309

EDUCATION

PORTLAND STATE UNIVERSITY

2001-2004

CHEMEKETA COMMUNITY COLLEGE

1999-2003

SERVICE

CASCADE CAPITAL FUNDING BOARD OF DIRECTORS

2021-Present

PROJECT TEAM



DANIEL WATTENBURGER

COMMUNICATIONS SPECIALIST

WORK EXPERIENCE

- **DIRECTOR OF MEDIA RELATIONS | PAC/WEST LOBBY GROUP**
January 2021-Present
- **ACCOUNT MANAGER | PAC/WEST COMMUNICATIONS**
July 2019-December 2020
- **MANAGING EDITOR | EAST OREGONIAN**
March 2013-May 2019
- **SPORTS/NEWS EDITOR | EAST OREGONIAN/HERMISTON HERALD**
August 2005-March 2013

Daniel boasts 10 years of managing editorial experience from his time at the award-winning East Oregonian daily newspaper, with individual accolades for editorial and design. He harnesses his expertise for PW Lobby Group to create communications and public engagement campaigns for a variety of public and private organizations including local governments, health care, economic development, agriculture, and education.

His campaign work includes managing print, web, and social media for a variety of clients including Umatilla County Fire District #1, Hermiston School District, Umatilla County Commissioner Dan Dorrان, and more.

Daniel brings a fresh and first-hand understanding of the current media and marketing landscape that provides an objective view of how campaigns and strategies will be received. As a lifelong resident of Eastern Oregon and Washington, he has a close connection with rural issues and an interest in collaboration for the betterment of all.

CONTACT



PHONE
541-303-3379



EMAIL
wattenburger@pwlobby.com



ADDRESS
PO Box 221
Hermiston, OR 97838

EDUCATION

CORBAN UNIVERSITY
2001-2005

SERVICE

**EASTERN OREGON
MISSION**
Board of Directors

**HERMISTON ROTARY
CLUB**
Member, Program Director

PROJECT TEAM



PHIL SCHEUERS

GOVERNMENT & PUBLIC AFFAIRS SPECIALIST

WORK EXPERIENCE

- **VICE PRESIDENT/COO/ACCOUNT MANAGER | PAC/WEST LOBBY GROUP**
January 2021-Present
- **ACCOUNT MANAGER/LOBBYIST | PAC/WEST COMMUNICATIONS**
October 2019-January 2021
- **LEGISLATIVE ASSISTANT | OREGON STATE LEGISLATURE**
January 2009-September 2018
- **VICE PRESIDENT | GREGORY SMITH & COMPANY LLC**
January 2009-September 2018

For the last ten years, Phil has worked on government affairs and economic development, specifically in Eastern Oregon. Before coming to Pac/West, he served as legislative assistant in the Oregon State Legislature, focusing much of his time on the ways and means and capital construction processes.

Phil understands the value of collaboration and excels at building relationships and a coalition of support for campaigns. He has a track record of success on campaigns for measures and candidates, including the 2019 passage of the Hermiston School Bond.

Phil also has significant experience in economic development programs, including business incentives, industrial land development, and more. He maintains strong relationships with regional and state partners.

CONTACT



PHONE

541-667-7150



EMAIL

scheuers@pwlobby.com



ADDRESS

PO Box 12518
Salem, OR 97309

PO Box 221
Hermiston, OR 97838

SERVICE

HERMISTON EDUCATION FOUNDATION BOARD

2019-Present

MISSIONARY

October 2006-October 2008

PROJECT TEAM



AMANDA SPOO

COMMUNICATIONS SPECIALIST

WORK EXPERIENCE

- **DIRECTOR OF COMMUNICATIONS | U.S. WHEAT ASSOCIATES**
May 2019-August 2022
- **ASST. DIRECTOR OF COMMUNICATIONS | U.S. WHEAT ASSOCIATES**
July 2016-April 2019
- **COMMUNICATIONS SPECIALIST | U.S. WHEAT ASSOCIATES**
March 2015-June 2016
- **DIRECTOR OF COMMUNICATIONS | KANSAS PORK ASSOCIATION**
February 2013-February 2015

Amanda joined Pac/West in 2022 with a decade of experience working for farmers at state and national nonprofit agricultural trade organizations. A lifelong agriculturist, Amanda's experiences have equipped her with a strong institutional knowledge of U.S. agriculture, export market development, and trade, as well as proven skills in stakeholder management, consumer outreach and education, digital communications strategy, media relations, and association management.

Amanda's strong communication skills are rooted in natural talents of creativity, curiosity, strategic thinking, and strong intuition. She loves a good story and how it can bring people and ideas together. She is at her best when she is in the zone creatively and tasked with using storytelling to build bridges of trust, engagement, and insight. She is proficient in several digital tools and platforms and has proven experience developing strong editorial and multimedia brand content.

CONTACT

PHONE
541-314-5504

EMAIL
spoo@pwlobby.com

ADDRESS
PO Box 221
Hermiston, OR 97838

EDUCATION

GEORGETOWN UNIVERSITY
2021-2022

KANSAS STATE UNIVERSITY
2009-2013

SERVICE

AGRICULTURE FUTURE OF AMERICA ALLIANCE
Lifetime Member

PROPOSED BUDGET

PNW Communications is committed to complete transparency in our rates and billing. We serve public agencies and nonprofit organizations for whom accountability and budget transparency are critical.

Because the Clackamas Fire District is requesting a fixed price, we have compiled our regular monthly retainer fee for services into a single quote. This retainer covers August 2022-February 2023, at which point a political action committee would be used to begin actively fundraising and campaigning for passage of the levy. If performed by PNW Communications, this work would require a similar monthly retainer and expense account and hard costs as determined by the PAC.

- **Retainer.** The retainer fee covers administrative costs, labor, strategic communications plan development, design services, and other associated tasks. Our requested retainer fee is \$2,000 per month.
- **Public Opinion Poll.** The cost to perform a single phone and text poll that reaches 400 likely voters within the Clackamas Fire District with a margin of error of +/- 5% is \$22,000. This would include key questions to gauge voter priorities, financial concerns, and fire district approval rating. There is no additional cost to produce a report on the polling.
- **Expense Account.** An expense account of \$150 per month to be used for travel and internal printing as needed.
- **Hard Costs.** Printed materials, direct mailers, postage, signs, digital advertising, etc., will be billed separate from the retainer fee with pre-approval from the designated point of contact. These can be adjusted depending on available budget, but we suggest having \$10,000 available for the district-funded portion of the campaign.

Fire District	Monthly	Total
Retainer	\$2,000	\$14,000
Expenses	\$150	\$1,000
Polling		\$22,000
Hard costs*		\$10,000
Total costs		\$47,000

**Estimated*

CONCLUSION

Pacific Northwest Communications is committed to providing excellent and responsive service. We take pride in the many longstanding relationships we maintain with our clients and would welcome the opportunity to partner with Clackamas Fire District #1. Our work has delivered winning results for our clients across the state, and we are confident in our ability to deliver above and beyond your expectations.

Thank you for your consideration. If you have any questions, please feel free to contact us. Our doors are always open to you.

Daniel Wattenburger

wattenburger@pwlobby.com | 541-303-3379

Ryan Tribbett

tribbett@pwlobby.com | 503-851-1783

Date: July 30, 2022

Memo To: Assistant Chief Brian Stewart, Clackamas County Fire District #1

From: Liz Loomis

Re: Strategic Communication Services

Thank you for asking us to submit a proposal to assist Clackamas County Fire District #1 in educating its community about a proposed local option levy on the May 2023 Primary Election ballot. This proposal outlines the format of the bid as per your email.

We would welcome being part of your team over the coming year. Thank you for the opportunity to submit a proposal, and feel free to contact me with questions at any time. The best way to reach me is by email liz@llpa.biz or (425) 308-6236.

1. DEVELOPMENT OF A TIMELINE OF ACTIVITIES AND MILESTONES FOR A MAY 2023 BALLOT MEASURE

A timeline of activities is something we develop as part of a project's communication plan.

With regard to milestones for the ballot measure itself, this is information from the Oregon Secretary of State's website:

- We can anticipate the Board of Directors meeting in February to consider the resolution.
- March 16, 2023 – Last day for the fire district to file its Form SEL 803 (Notice of Measure Election)
- March 20, 2023 – Voters' pamphlet statements due
- May 16, 2020 – Oregon Primary Election

2. DEVELOPMENT OF STRATEGIC MARKETING APPROACH

General Consulting

We initiate an **intake call** with all new clients to identify assets and liabilities associated with the project. From this content, we develop three to five **key messages** for the fire district that resonate with the public. These messages become the basis for all communication efforts with the public and news media. Once approved by the fire district, the information is shared with all emergency personnel so message is consistent throughout the organization.

The messages are then added to a **communications plan** that we develop for the length of our contract. The timeline format of the plan identifies the communication projects and activities we will complete each month for the fire district.

We propose **monthly Zoom calls** (or calls as needed) with a select communications group to review content and materials before distribution. This project team also provides feedback to let us know how the content is being received by the public.

We also provide **public relations assistance** for our clients 24-hours a day, 7-days a week for the length of our contract. This includes issues independent of the ballot measure that could impact results of the election.

3. DEVELOPMENT OF KEY COMMUNICATION MATERIALS, INCLUDING BALLOT TITLE, RELATED INFORMATION FOR THE VOTER'S PAMPHLET AND OTHER MATERIALS.

We have clients use their legal counsel to create ballot title and other official materials required by the county. There is a special way to handle voter pamphlet statement content, which we can discuss in our interview.

Strategies & Tactics for Message Delivery

An effective communications plan includes five areas where we will share our messages. Including all five is important to reach as broad a section of the public as possible. We also will include an internal communications strategy with all personnel to ensure message is consistent throughout the organization.

Paid Communications – Paid communication projects are those that the fire district pays to produce whether it's for our labor, or printing, postage and handling for mailed pieces.

A priority for the fire district should include making sure that all staff and personnel are informed of the ballot measure's progress and messages. This could be content we prepare for any **internal communication** that exists, or we could create one for the fire chief. **Brief videos** are also effective and suggested to communicate activities associated with the project.

We propose that the fire district send a simple, two-page **newsletter** to all registered voters. One should be sent in 2022 with the other in 2023 about a week after ballots drop. If a newsletter is not an option due to cost, we could look at placing **quarterly columns** from the fire chief in local papers.

In addition to a newsletter, the fire district can do **direct mail** to registered voters provided that content is fact-based and not advocacy. We propose one or two pieces of direct mail that repeats key messages and explains the facts of the ballot measure. This is usually mailed the same time as ballots drop.

Earned Media – This is the most cost-effective way to share information with the public. However, we can't guarantee that the media will share our information comprehensively, accurately or in a timely manner.

If needed, we can create an **electronic media release template** and comprehensive **media list** for the fire district.

We will develop **media releases** each month to share our key messages. In addition, we likely will use fact-based **letters to the editor**, organize **editorial board meetings** to improve relationships with the news media and an **editorial piece** from the fire chief closer to the election. We also review and prepare **online media responses** for our clients as needed.

Owned Media – We anticipate providing content for the fire district’s **web site** about the ballot measure. Websites are static information sources. As such all materials we create and news coverage we receive will be posted on a page dedicated to the local option levy.

Signage also can be a valuable tool to share information. We anticipate developing messages for any electronic or static signage the fire district may have.

Social Media – We will develop and implement a **social media strategy** (including banners and advertising) and a timeline of posts for the fire district’s accounts on Meta (nee Facebook), Twitter and Instagram.

We also anticipate developing **scripts for several brief videos** that can be posted to its YouTube channel and cross posted to the fire district’s social media accounts.

Public Outreach –We are proposing to develop a brief **PowerPoint** providing an overview of the fire district, the challenges it is facing and introducing local option levy as the solution. We will want staff and personnel to review and comment on the presentation before making it public. This helps educate them about our key messages as well as asks for input to make the presentation stronger.

Coalition building is important to successful ballot measures. We will identify a spokesperson, or spokespeople and provide **media training** if necessary. We will work with the fire district to determine which community organizations are in the area and schedule **presentations** for those meetings.

There will be a series of **public meetings**. The first is when the Board of Directors considers a resolution for the operations levy. The second set happens closer to the election to answer questions from the public.

We recommend an annual **Open House** this fall or next spring inviting taxpayers to see how their money is used to save lives and property. We also want to list other **community events** where staff and personnel can share information with the public about the ballot measure.

4. ASSISTING THE FIRE DISTRICT IN DETERMINING IF, AND AT WHAT LEVY RATE, A STRONG MAJORITY OF VOTERS DESIRE INCREASED SERVICES.

We would need to know more about the fire district's project before determining if polling is a necessary expense. We do a very good job of targeting the "sweet spot" for tax increases, which is reflected in our 96% success rate for elections.

If we do determine that polling is warranted, we recommend Pacific Market Research (pacificmarketresearch.com). The poll would have to happen relatively soon and obviously before the Board votes on the resolution.

We ask that the fire district contract with the polling firm directly. It adds significant cost for fire district taxpayers if the firm subcontracts with us. You can see more information on this topic under the Budget section.

5. INFORMATION ABOUT YOUR TEAM AND YOUR PRIOR EXPERIENCE AND SUCCESS WITH PUBLIC SAFETY LEVIES

Since 1997, Liz Loomis Public Affairs has provided strategic communication services for local government, including fire, school and hospital districts, cities and public utilities. Our business helps local government communicate more effectively with taxpayers to pass ballot measures for needed revenue or organizational changes.

We have a 96%-win record for elections, and are knowledgeable and aware of state law to maintain our clients' integrity with voters. New clients hire our firm because of our personalized service, accessibility, attention to detail, and the value they receive for the work that we do.

COMPANY PRINCIPALS

Liz Loomis, President – Message Development & Strategy

Liz combines 25 years of experience in strategic communications, public relations, earned media, government, and grassroots advocacy to achieve the desired outcomes for her clients. She founded Liz Loomis Public Affairs in 1997 to provide strategic communication services for local governments providing vital public services. Liz moved to Washington State from the "other Washington" in 1995 where she gained experience on Capitol Hill as a special assistant to former New Jersey Senator Robert Torricelli. As a former city councilmember, mayor and state representative, Liz's communication skills, knowledge of public opinion and voter behavior is actively sought after by organizations dependent on tax revenue.

Her company's client list includes hospital, school and fire districts, and cities, as well as trade associations at the state and regional levels. Liz also is a regular keynote speaker on improving communications with taxpayers, how to win ballot measures, public relations, and crisis communication issues.

A.J. Chippendale, Vice President – Production and Project Management

A.J. joined Liz Loomis Public Affairs (LLPA) in 2003 with a background in advertising and account coordination. A.J. specializes in managing production, design, social and owned media for clients. Prior to joining LLPA, she worked in New York City as an account manager for Chavin Lambert Advertising. A.J. is a proud graduate of Washington State University (Go, Cougs! Sorry to all the Ducks reading this.) with a B.A. degree in communications and advertising. She is an active community volunteer, donating her time and experience to several organizations, including Rotary and the Arlington Airport Commission, which she currently chairs.

Jessica Sparks, Associate – Client Content

Jessica began her communications career as a reporter then editor-in-chief of a newspaper, covering local government. After 10 years in journalism, she went on to create and produce content for a variety of businesses, most recently working in internal communications and partnering with CEOs and company leaders to develop impactful and inspiring communications that drive the alignment of business goals and company culture. She is passionate about helping clients achieve their communication objectives and cares deeply about the common good created from vital public services.

6. CLEARLY IDENTIFIED DELIVERABLES

Please see section 3 above. We can do any and all of that, but that will be determined when we better understand the communication assets and liabilities of the agency.

7. SUPPORTING STEPS REQUIRED OF CLACKAMAS FIRE

Our clients differ with regard to this issue. Some want us to take care of development and distribution of all materials. This requires giving us access to social media accounts, your website and a temporary email address associated with your agency. Others are not comfortable with that level of access and have us forward materials to the appropriate person for posting and distribution. We prefer having full access because it creates less work for your staff.

We would require photos and someone to shoot the video spots. We also expect timely review and approval of materials especially when content is date-sensitive. That's really it; we do it all.

8. BUDGET

The amount of this project payable to Liz Loomis Public Affairs is not to exceed \$75,000 for services rendered. This anticipates starting as soon as possible and goes through May 31, 2023. Most projects we take on have a 12-month minimum contract requirement to ensure the best outcome at the ballot box.

Expenses: As mentioned in the polling section, we do not pay for expenses such as polling, direct mail, printing, postage costs, advertising, etc. The reason for this is that we would have to mark up those costs for tax reasons when billing a client. This would cost your taxpayers more.

Most consultants do mark-up expenses substantially to make a larger profit margin particularly for direct mail. We don't do that. Your revenue is taxpayer funded; the more that goes to us, the less you have to provide service.

We do coordinate all production associated with printed/mailed materials and advertising placement, etc. using local vendors in your service area. However, we have the fire districts pay those companies directly and coordinate those payments with your accounting or finance department to meet all deadlines.

With regard to travel, this amount would depend on how many times the agency would like to see me. Some clients are fine with video technology such as Zoom; others aren't. Again, those expenses would be billed in addition to the contract amount and be real costs with receipts provided.

9. DEMONSTRATED EXPERIENCE IN PUBLIC SAFETY AND LEVY/BOND PROJECTS

We take pride in having long-term relationships with our clients for both general communication services and ballot measure projects.

South Snohomish County Regional Fire Authority (Everett, Wash.)

Fire Chief Thad Hovis (425) 309-4943 thovis@southsnofire.org

Deputy Chief Bob Eastman (425)760-6186 reastman@southsnofire.org

Projects: Permanent EMS levy, fire benefit charge, annexation of City of Mill Creek to fire authority – All passed. We are under contract with South County Fire to run two more city annexations, an EMS levy lid lift and a \$200 million bond in the next four years.

Lane Fire Authority (Veneta, Ore.)

Former Fire Chief Terry Ney (541) 525-4056

Project: General communications and merger of two fire districts. – Passed.

Marion County Fire District #1 (Salem, Ore.)

Fire Chief Kyle McMann (503) 507-3552 kylem@mcfcd1.com

Project: Local Option Levy – Our first election was planned for May when COVID hit and caused financial hardship in this lower income community. We put it back on the ballot for November, but the community was still struggling. The following May it passed.

I keep this reference in to show prospective clients that 1. It may take more than one election and 2. We stick with you every step of the way. We got it done and you can see how we messaged it here: www.mcfcd1.com/local-option-levy/.

Snohomish Regional Fire & Rescue (Monroe, Wash.)

Fire Chief Kevin O'Brien (425) 249-6984 kevin.obrien@srfr.org

Projects: Multiple Fire & EMS levy lid lifts and renewals, two fire district merger elections – Passed 6 out of 7.

Lebanon Fire District (Lebanon, Ore.)

Fire Chief Gordon Sletmoe (Retired)

Project: \$16 million bond for new station, apparatus and equipment – Passed.

South Kitsap Fire & Rescue (Poulsbo, Wash.)

Fire Chief Jeff Faucett (360) 895-6502 jfaucett@skfr.org

Projects: EMS levy & Fire levy lid lifts – All Passed. Under contract for a capital facilities bond through 2024.

FIRE CHIEF'S REPORT

July 2022



Community Paramedic Cook and Brandi Johnson from LoveOne giving out fire buckets to vulnerable populations



Capt. DFM Shanklin and Public Ed. Specialist Owens at the "Day in Damascus" event

CFD in the Community

- Community Paramedic Amy Jo Cook, Fire Marshal Shawn Olson, and local partners distributed "fire buckets" to the houseless located in Newell Creek Canyon that contained first aid kits, poncho/warming blankets, a solar phone charger, a fire extinguisher, and other self-care items. Funds were provided by OSFM.
- Community Services Staff participated in several community events to include Day in Damascus, a Safety Carnival at a local retirement center, gatherings at a community park in Gladstone, and the Oak Grove Trolley Festival.

Highlights

- Clackamas Fire sent units to the McKinney Fire as part of a county task force. CFD1 units included the task force leader, two Type 3 engines, and a water tender.
- Medical Services extended the maintenance warranty for the cardiac monitors for approximately \$45,000 as they plan for their replacement.
- Special Districts Insurance Service contractor completed a survey of all properties to validate our insurance coverage levels. The surveyor had very positive comments on the facilities.
- Training conducted grounds clean up and reorganization over the past few months. A new Academy Classroom was built in the training warehouse, the Urban Search and Rescue Grounds were cleaned up, and a vehicle extrication area was built. This will allow for multiple events, academies, and district training to occur at the same time.

FIRE CHIEF'S REPORT

July 2022

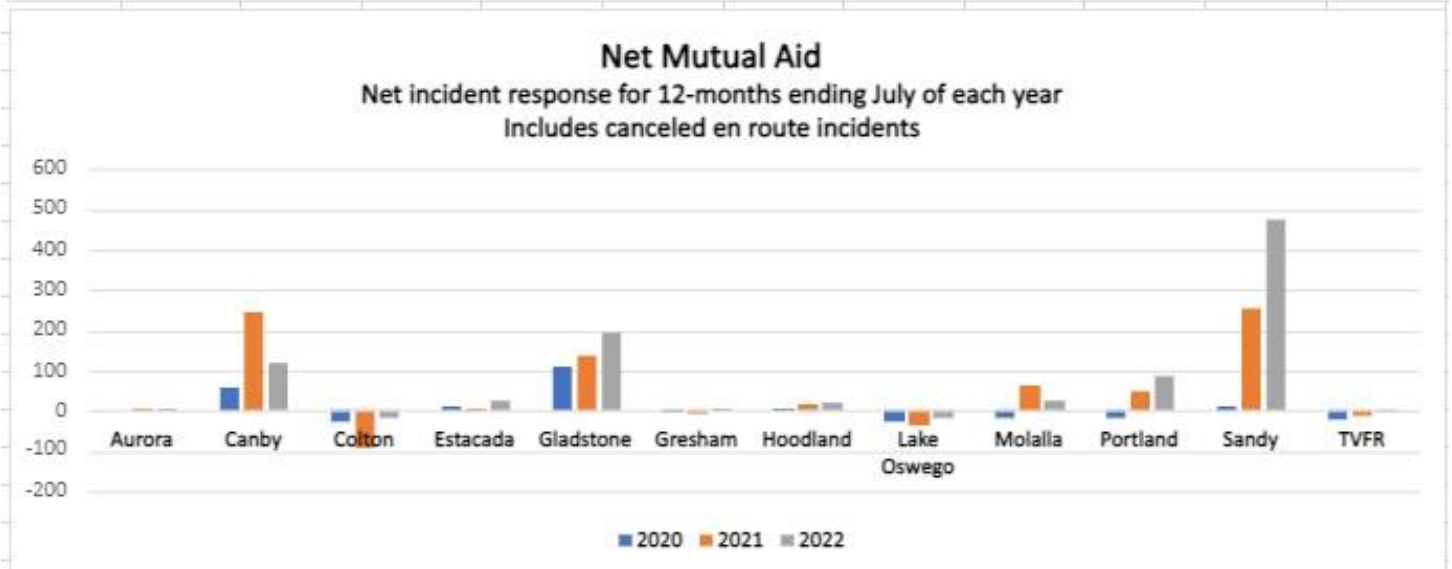
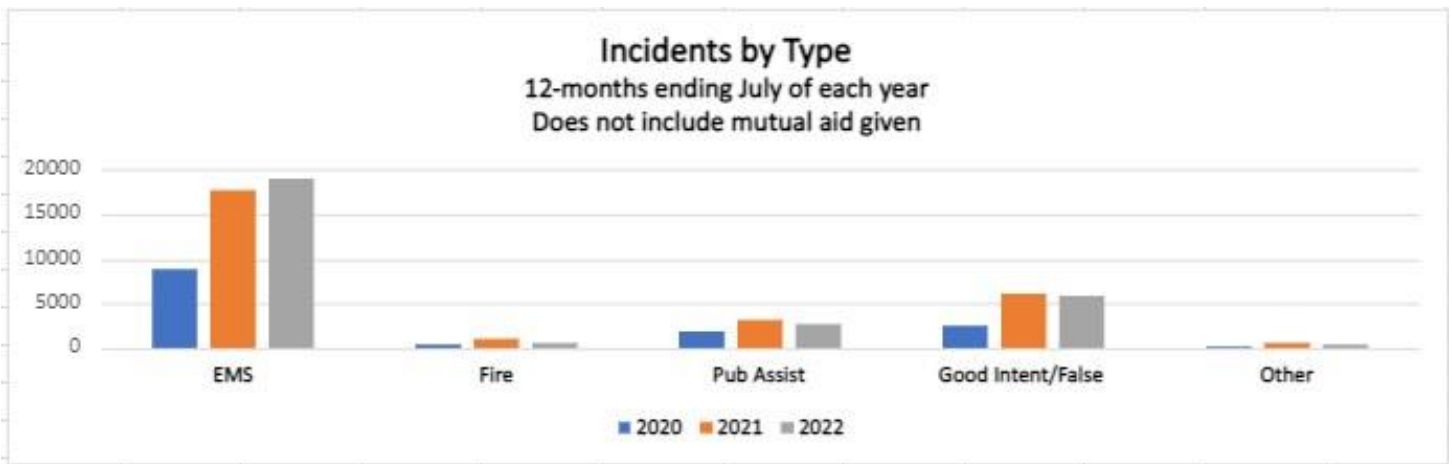
Organizational Data

Staffing

	Response	Risk Reduction	Staff	Suppression Volunteers	Support Volunteers
Allocated	248	12	55		
Filled	248	11	54	23	16
Academy	0	0		0	0

Volunteers

Training		Community Involvement		Duty Shifts	Station 12	Station 13	Station 21	Support
# of Drills	5	# of Events	2	Nights	22/31	0/31	11/31	10/31



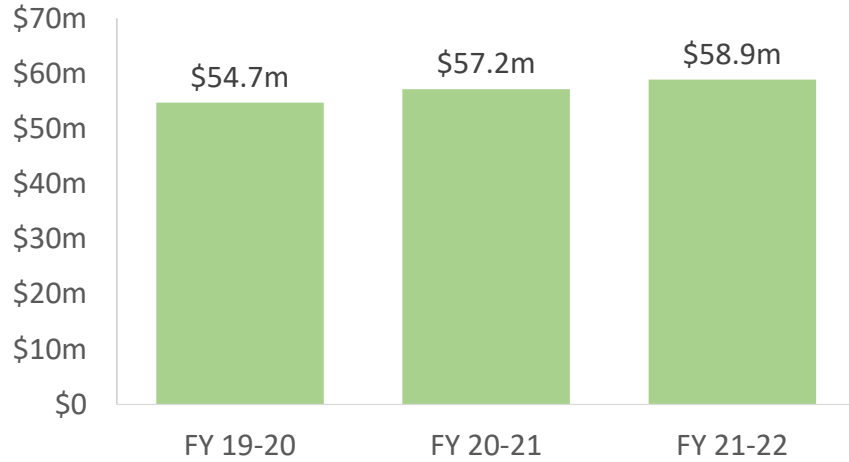


FINANCIAL REPORT

Period Ending June 30, 2022

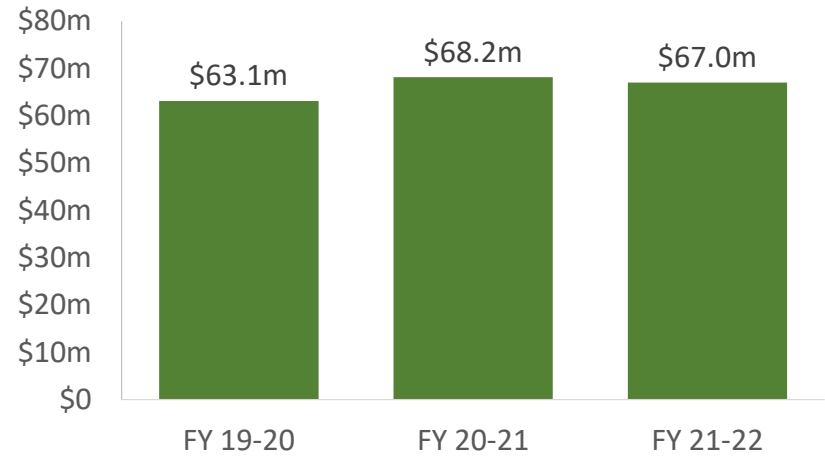
General Fund Property Tax Revenues

Through June



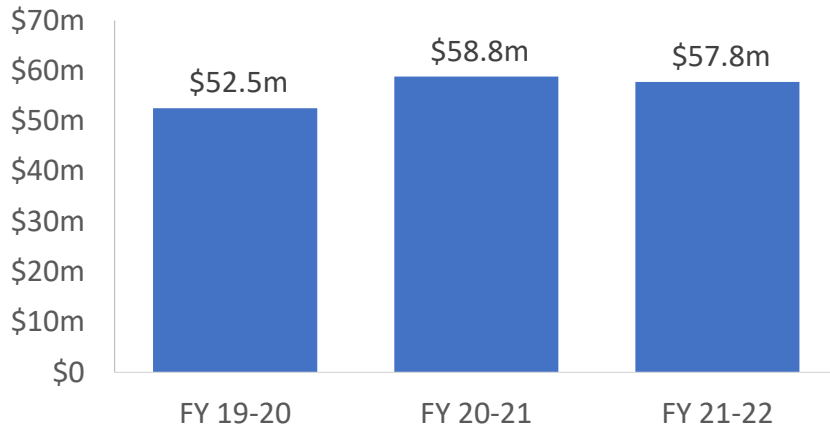
General Fund Total Revenue

Through June



General Fund Salary & Benefits

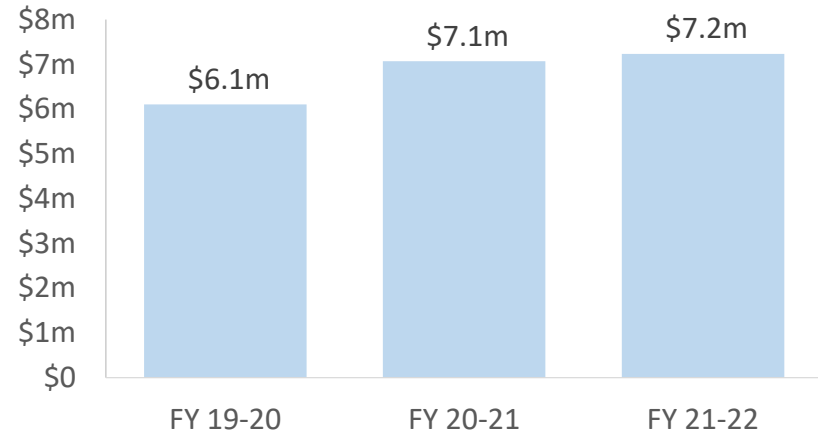
Through June



97.5% of FY budget spent

General Fund Overtime

Through June



98.3% of FY budget spent

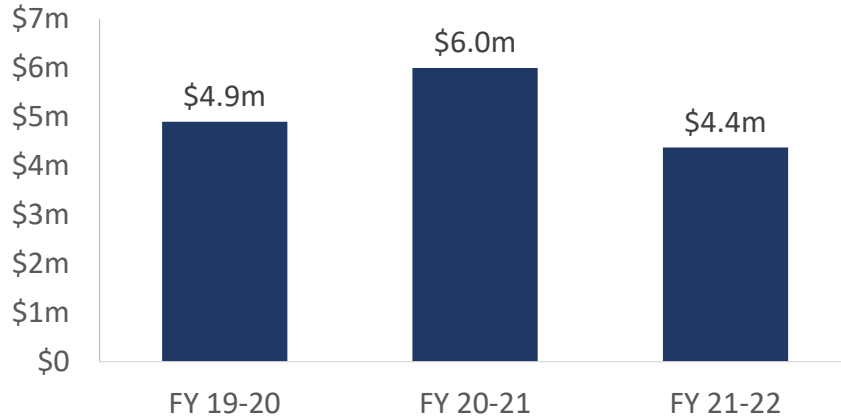


FINANCIAL REPORT

Period Ending June 30, 2022

General Fund Health Claim Expenses

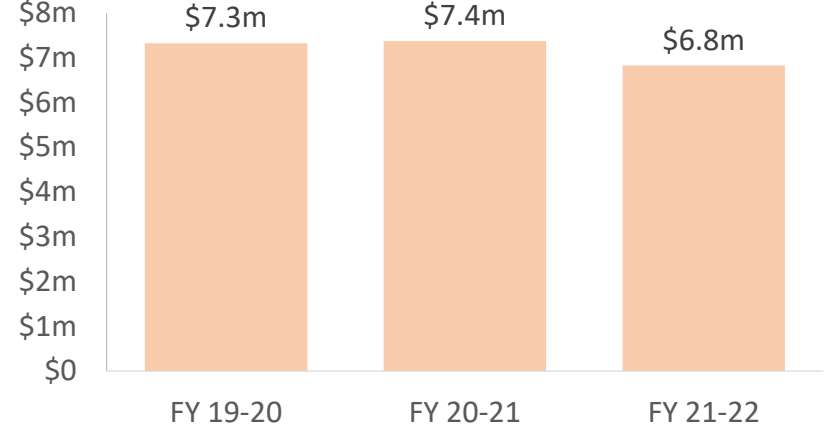
Through June



93.7% of FY budget spent

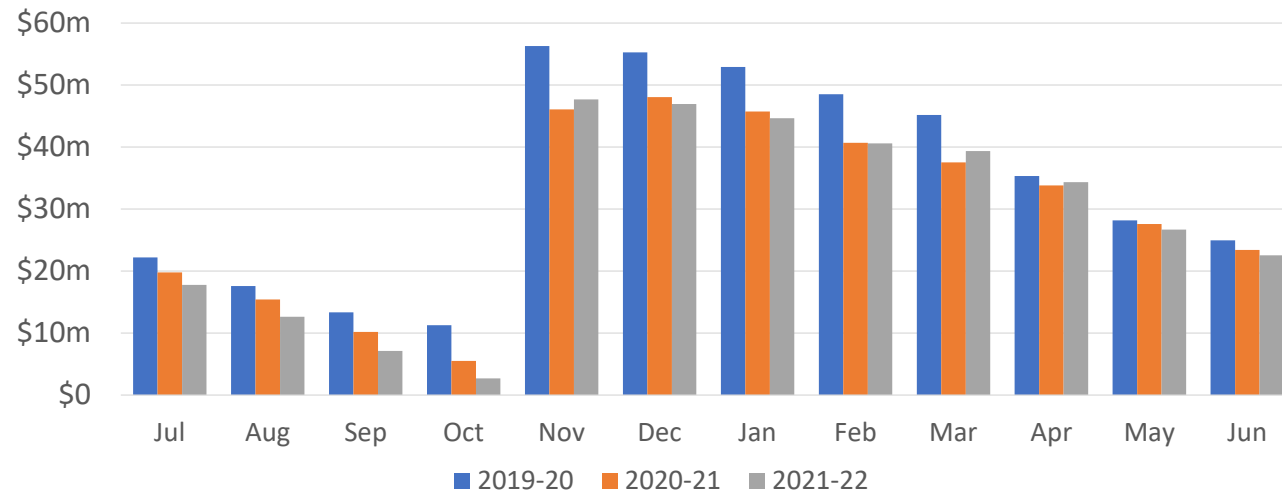
General Fund Materials and Services

Through June



98.2% of FY budget spent

Month-End Cash Balance, All Funds



June 2022

Unaudited



10 - GENERAL FUND

Budget to Actual Report for Period Ending
30, 2022 (Unaudited)

June

Clackamas Fire District #1

	Original Budget	Revised Budget	Actual YTD	% of Revised Budget
Beginning Fund Balance	\$18,505,460	\$18,069,786	\$18,069,786	100.0%
<i>Revenues</i>				
Current Year Property Taxes	\$59,647,923	\$58,547,923	\$58,247,351	99.5%
Prior Year Property Taxes	720,000	630,000	625,840	99.3%
Interest	200,000	200,000	127,900	64.0%
Charges for Services	2,736,850	4,287,850	4,258,095	99.3%
Grant Revenue	200,000	2,200,000	2,135,259	97.1%
Other Revenue	1,279,355	1,854,355	1,620,604	87.4%
Transfers In	44,000	49,375	49,375	100.0%
Total Revenues	\$64,828,128	\$67,769,503	\$67,064,424	99.0%
Total Available Resources	\$83,333,588	\$85,839,289	\$85,134,210	99.2%
<i>Expenditures</i>				
Fire Chief's Office	\$1,518,270	\$1,154,088	\$1,033,500	89.6%
Emergency Services	\$45,895,569	\$48,668,186	\$47,929,473	98.5%
Business Services	\$16,094,895	\$16,400,635	\$15,646,657	95.4%
Debt Service	\$2,075,504	\$2,075,504	\$2,075,504	100.0%
Transfers Out	\$628,104	\$2,628,104	\$2,628,104	100.0%
Contingency	\$2,587,718	\$1,654,918	\$0	-
Total Expenditures	\$68,800,060	\$72,581,435	\$69,313,237	95.5%


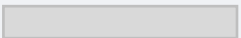

CORRESPONDENCE

C-1 Social Media Compilation


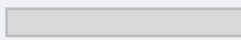

C-2 Thank you post from NextDoor

Social Media Comments



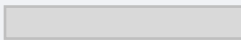

Thankful to Crew 30 in locating missing camper, July 1:


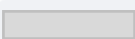

 
Thank you for the spectacular effort & great service put out there to find this senior citizen. 


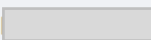

Thankful for E322 tour at Max Patterson Park in Gladstone, July 7:

 
The kiddos loved it so much! Thank you for taking the time for these fun activities
[Like](#) [Reply](#) [Hide](#) 4w 


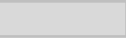


Thankful for crews' participation in various training throughout the month:

  Top fan

thank you for doing things to make us all safe1 
[Like](#) [Reply](#) [Hide](#) 4w



 
Thank you all for your hard work. God be less you all! 
[Like](#) [Reply](#) [Hide](#) 4w

 
Gotta train like your life depends on it; because it DOES!!! 
[Like](#) [Reply](#) [Hide](#) 1w

Thankful to Community Paramedics for handing out fire buckets to houseless in Oregon City, July 21:

  A big "Thank You" to our Community Paramedics for their service to Oregon City!!  

Thank you to E301 for supporting Camp Exceptional (Bald Faced Truth Foundation) event, July 22:

 **The Bald Faced Truth Foundation**
Thank you **Clackamas Fire** for continuing this fun and meaningful tradition nine years in a row! We are so grateful to partner with you in bringing joy into the lives of these awesome kiddos. It's a highlight of Camp Exceptional they talk about all year!  2
[Like](#) [Reply](#) [Hide](#) 2w

nextdoor

 Home

 Discover

 For Sale & Free

 Notifications

 Messages

[+ Post](#)

Search Nextdoor



Milwaukie, OR • 2 days ago




I want to give a huge shout out to the Clackamas fire department that came to our apartments on se courtney ave today. I was on my deck showing my 2 year old grandson the fire truck because he's been obsessing over fire trucks the past couple of weeks. One of the firemen saw and grabbed a kid hat and him and another fireman came to give him the hat and a sticker. Not only that but one of my neighbors little pug was attacked by a coyote while she had her on a leash out going potty last night. This was told to the firemen and how she has been to 6 different vets and nobody will help her because she doesn't have enough money and her dog needs one eye surgically removed, so they donated \$100 right then and there. My neighbor is disabled and doesn't know really how to look for different resources so for them to do that is a huge and I mean extremely huge show of compassion. So to the guys from that fire truck, thank you. You rock

   258

 Like

 17 Comments

 Share

[See 13 previous comments](#)

INFORMATIONAL ITEMS

- I – 1 Flash Alert, July 27, 2022: “Clackamas Fire Enacts Fire Restrictions”
- I – 2 Flash Alert, July 28, 2022: “Clackamas Fire Teams Up to Help the Vulnerable Prevent Fires”
- I – 3 KATU News, July 22, 2022: “Fire buckets are being provided to the Newell Creek Watershed houseless community” <https://katu.com/news/local/fire-buckets-are-being-provided-to-the-newell-creek-watershed-houseless-community-wildfire-water-solar-chapstick-batteries-phone-charger-weather-heat-highway-clackamas>

CLACKAMAS FIRE ENACTS FIRE RESTRICTIONS

News Release from **Clackamas Fire Dist. #1**

Posted on FlashAlert: July 27th, 2022 4:13 PM

Downloadable file: [Fire Restriction](#)

Beginning Thursday, July 28, 2022 at 7:00am, Clackamas Fire will enact fire restrictions based on recommendations made by the Clackamas County Fire Defense Board. Burning restrictions are authorized under Oregon Revised Statute 478.960 and Oregon Fire Code 307.

The fire restrictions prohibit the following:

- 1-Backyard or open burning (branches, yard debris, etc.).
- 2-Agricultural burning (agricultural wastes, crops, field burning, etc.).
- 3-Any other land clearing, slash, stump, waste, debris or controlled burning.

The fire restrictions do not prohibit:

1-small outdoor cooking, warming or recreational fires. These include portable or permanent fire pits, fire tables, and campfires, with a maximum fuel area of three feet in diameter and two feet in height in a safe location away from combustibles or vegetation and are fully extinguished after use.

2-Barbeque grills, smokers and similar cooking appliances with clean, dry firewood, briquettes, wood chips, pellets, propane, natural gas, or similar fuels.

There may be more restrictive fire safety rules within Oregon Dept. of Forestry (ODF)- protected land, which exists throughout much of rural Clackamas County. ODF restrictions may include prohibitions on campfires, smoking, target shooting, powered equipment, motorized vehicles, and other public/private landowner and industrial fire restrictions. More details about ODF fire restrictions are available at <https://gisapps.odf.oregon.gov/firerestrictions/pfr.html> .

Clackamas Fire encourages the public to use extreme caution with activities that could start a fire. It is everyone's responsibility to prevent and be prepared for wildfires.

Please see attachment for complete fire restriction announcement

Contact Info:

Public Information Officer Izak Hamilton, Pager: (503)294-3555, Email: cfdpio@clackamasfire.com

CLACKAMAS FIRE TEAMS UP TO HELP THE VULNERABLE PREVENT FIRES

News Release from **Clackamas Fire Dist. #1**

Posted on FlashAlert: July 28th, 2022 7:34 AM

Downloadable file: [Fire Buckets_003](#)

Downloadable file: [Fire Buckets_004](#)

Downloadable file: [Fire Buckets_001](#)

Downloadable file: [Fire Buckets_002](#)

On Wednesday, July 20, 2022, Clackamas Fire's Community Medicine program, led by Community Paramedic Amy Jo Cook, partnered with local organizations to help support the vulnerable population by providing fire buckets with the hope of preventing further occurrences of wildfires.

Funded by a grant from the Oregon State Fire Marshal's Office, and with the support of the Clackamas County Deputy District Attorney's Office, Clackamas Fire partnered with members of Central City Concern's Law Enforcement Assisted Diversion (LEAD), LoveOne, and the Clackamas Fire Marshal's Office to bring this project to the Newell Creek Watershed area houseless community.

Inside every bucket is a portable fire extinguisher, first aid kit, emergency poncho/warming blanket, solar phone charger, solar lantern, chapstick, and sunscreen. Cook stated, "We have the hope that this will reduce the chance of fires growing and spreading to nearby communities." The area, which is the land on both sides of Hwy 213 heading from I-205 to Beavercreek Rd., is a known fire hazard area. Access to this area is limited and fires grow rapidly. We hope that by providing these resources to those living in the canyon, we will see a decrease in fire spread and reduce fire damage. The solar items are meant to offer an alternative power supply and eliminate the need for the use of open flame or car batteries which present many risks, including exposed wiring.

Contact Info:

Public Information Officer Izak Hamilton, Pager: (503)294-3555, Email: cfdpio@clackamasfire.com