



Clackamas Fire District

Board Meeting

Briefing Packet

April 17, 2023



Here for you

Board of Directors' Meeting

April 17, 2023

Meeting Location: Hybrid: Station 5/Remote Video Conferencing

5:00 pm

AGENDA

REGULAR SESSION

- I. CALL TO ORDER PER ORS 192.610 TO 192.690
ORS 192.650 – The meeting is being recorded.**
- II. PLEDGE OF ALLEGIANCE**
- III. CHANGES TO AGENDA**
- IV. APPROVAL OF MINUTES OF THE MARCH 20, 2023 REGULAR BOARD MEETING (Packet Pg. 4)**
- V. PUBLIC COMMENT** *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*
- VI. ANNUAL AUDIT PRESENTATION – Kathy Wilson, Singer Lewak**
- VII. BUSINESS – Action required**
 - B-1 Request Board Approval of Annual Audit FY 2021-2022 – Chief Financial Officer Mark Whitaker (Packet Pg. 9)**
 - B-2 Request Board Approval of Resolution 23-03 Adopting a Plan of Action for Internal Control Deficiency – Chief Financial Officer Mark Whitaker (Packet Pg. 24)**

BUDGET COMMITTEE INTERVIEWS

- B-3 Request Board Approval of Two Budget Committee Appointments – Chief Financial Officer Mark Whitaker (Packet Pg. 29)**
 - B-4 Request Board Approval of Contract Renewal with Konica Minolta – Chief Technology Officer Oscar Hicks (Packet Pg. 30)**
- VIII. OTHER BUSINESS – No action required**



Here for you

OB-1 Board Committee/Liaison Reports

Civil Service Commission Liaison – Director Hawes
EMS Committee – Director Joseph
Executive Committee – Director Syring/Director Wall
Interagency Committee – Director Joseph/Director Syring

OB-2 Board Informational Updates/Comments

IX. INFORMATIONAL ONLY

A. Division/Department Reports

- R-1a Office of Strategic Services – Assistant Chief Brian Stewart
- R-1b Office of Business Services – Assistant Chief Steve Deters
- R-1c Office of Financial Services – Chief Financial Officer Mark Whitaker **(Packet Pg. 48)**
- R-1d Office of Emergency Services – Division Chief Dan Mulick
- R-1e Professional Firefighters of Clackamas County Local 1159 –
Shop Steward Andrew Gordian
- R-1f Volunteer Association Report – Volunteer Coordinator Ryan Kragero and
Vice President Kenton Johnson

B. Correspondence (Packet Pg. 52)

C. Informational Items (Packet Pg. 56)

D. Next Meeting

The next Board of Directors' meeting will be on Monday, May 15, 2023, at 5:00 pm.
The meeting will be hybrid with the public invited to attend either by remote video conferencing or in person at Station 5 (9339 SE Causey Ave, Happy Valley, OR 97086).

X. ADJOURNMENT



Here for you

**REGULAR BOARD OF DIRECTORS' MEETING MINUTES
March 20, 2023**

ATTENDANCE

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

Others present: Nick Browne, Heather Goodrich, Tracey Grisham, Rick Huffman, Kenton Johnson, Jerry Kearney, Sam McCullough, Brent Olson, Brian Stewart, Chris Taylor, Mark Whitaker, and Doug Whiteley; Andrew Gordian – Local 1159; and Nannette Howland and Phil Schneider – Sandy Fire

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

A video recording of this meeting is available, and the timestamps are noted for each section below.

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

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

II. PLEDGE OF ALLEGIANCE

III. CHANGES TO AGENDA

Timestamp: 01:20 – 01:30

Chief Browne removed item R1-c – Office of Business Services - Assistant Chief Steve Deters.

IV. APPROVAL OF MINUTES OF THE FEBRUARY 27, 2023 REGULAR BOARD MEETING

Timestamp: 01:31 – 01:51

Approved as written.

V. PUBLIC COMMENT *(The President will call for statements from citizens regarding District business, not to exceed three minutes per person.)*

Timestamp: 01:52 – 03:16



Here for you

John Kihlstrum gave public comment.

VI. BUSINESS – Action required

B-1 Request Board Approval of Resolution 23-02 Adopting and Appropriating a Supplemental Budget for Fiscal Year 2022-2023 – Chief Financial Officer Mark Whitaker

Timestamp: 03:17 – 13:41

Chief Financial Officer Mark Whitaker gave a brief presentation on the proposed FY 2022-2023 Supplemental Budget. President Wall asked about if the \$85,000 for Paid Leave Oregon would still need to be paid. Director Joseph asked about the conflagration cost versus repayment.

Director Cross made a motion and Director Hawes seconded for the Board to approve Resolution 23-02 Adopting and Appropriating a Supplemental Budget for Fiscal Year 2022-2023. Motion passed unanimously.

VII. OTHER BUSINESS – No action required

OB-1 Board Committee/Liaison Reports

Timestamp: 13:42 – 15:19

Interagency Committee – Director Thomas Joseph/Director Jim Syring

Director Joseph shared that they had a Gladstone interagency committee meeting and the details of that meeting.

OB-2 Board Informational Updates/Comments

Timestamp: 15:20 – 15:27

No report.

VIII. INFORMATIONAL ONLY

A. Division/Department Reports

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

Timestamp: 15:28 – 18:04

Fire Chief Browne shared the story of crews at Station 16 and Station 17 helping a community member with a faulty ramp at their home.



Here for you

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

Timestamp: 18:05 – 21:18

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

Timestamp: 21:19 – 23:18

Chief Financial Officer (CFO) Whitaker shared that there are two positions on the Budget Committee that will become vacant at the end of April. They have started accepting applications for these positions and will bring them to the Board in April for approval.

CFO Whitaker shared the tentative timeline for the upcoming budget season.

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

Timestamp: 23:19 – 28:58

Division Chief (DC) Huffman shared that they will likely be bringing a request for a concrete replacement to the Board in April.

Fire Chief Browne commended the crews for their responses the previous weekend.

Director Cross asked about the upcoming OHA changes to the masking rules. DC Huffman shared that they are still looking into how the rule changes will affect us, and how we would like to move forward.

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

Timestamp: 28:59 – 30:18

Shop Steward Gordian shared that the Local 1159 PAC is working on a levy campaign.

R-1g Volunteer Association Report – Volunteer Coordinator Ryan Kragero and President Jerry Kearney

Timestamp: 30:19 – 38:48

Volunteer Coordinator (VC) Ryan Kragero shared the activities of the volunteers for February.

President Wall asked how they intend to fix the volunteer staffing problem. VC Kragero said that there will be another Volunteer Academy in the Fall, as well as the Apprenticeship Program, and



Here for you

he hopes to be close to full staffing by the end of next year. He also shared that they are working on reinvigorating the Explorer Program and building a relationship with North Clackamas School District.

President Kearney shared about the activities of the Volunteer Association with the Seattle Stair Climb fundraiser. He commended Volunteer Jack Tanz's actions during the event.

Director Joseph Introductions

Timestamp: 38:49 – 39:24

Director Joseph recognized the Sandy Fire District Board Chair Sue Hein.

B. Correspondence – Noted

Timestamp: 39:25 – 40:27

Director Hawes commented on the correspondence for the month.

C. Informational Items - Noted

D. Next Meeting

Timestamp: 40:28 – 40:43

The next Board of Directors' meeting will be on Monday, April 17, 2023, at 5:00 pm. The meeting will be hybrid with the public invited to attend either by remote video conferencing or in person at Station 5 (9339 SE Causey Ave, Happy Valley, OR 97086).

IX. REGULAR MEETING RECESSED

Timestamp: 40:44 – 42:38

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

X. EXECUTIVE SESSION CALLED TO ORDER UNDER ORS 192.660(2)(b), ORS 192.660(2)(f), AND ORS 192.660(2)(i) TO DISCUSS COMPLAINTS AGAINST AN EMPLOYEE, REVIEW AND EVALUATE EMPLOYEE PERFORMANCE, AND INFORMATION THAT IS EXEMPT FROM DISCLOSURE BY LAW

XI. REGULAR MEETING RECONVENED



Here for you

Timestamp – 42:39 – 43:16

The regular Board of Directors' meeting reconvened at 6:47 pm.
No decisions or actions were made during the executive session.

President Wall shared that the decision regarding Captain Mark Corless and Lieutenant Kevin Schurter would be made now during the regular session. Based upon the consensus of the Board in the matters of Captain Mark Corless and Lieutenant Kevin Schurter, the Board unanimously supported the Fire Chief.

XII. ADJOURNMENT

The regular Board of Directors' meeting adjourned at 6:48 pm.

Minutes recorded by Program Specialist Tracey Grisham and prepared by Executive Assistant Ariel Roberts.

President Marilyn Wall

Secretary Chris Hawes



CLACKAMAS FIRE DISTRICT #1

Here for you

B-1

Memo

To	Board of Directors
From	Chief Financial Officer Mark Whitaker on behalf of Fire Chief Nick Browne
Date	April 17, 2023
Subject	Annual Audit Statements for FY 2021-22

Action Requested

Staff recommends acceptance of the audited financial statements for FY 2021-22.

Background

The District contracted with Singer Lewak LLP for the District's audit for the year ending June 30th, 2022. Attached are two letters to the Board detailing significant matters related to the audit and deficiencies in internal control. The full audited financial statements are available on the District's website at: <https://clackamasfire.com/divisions/financial-services/>.

Highlights from the audited report include:

- The financial statements present fairly, in all material respects, the respective financial position of the District as of June 30th, 2022.
- As discussed in a separate staff report, the auditor identified one material weakness in internal controls and a few other internal control deficiencies, which staff have considered and addressed.
- The District's net position increased by \$4,000,201 primarily due to changes in net pension and OPEB liabilities, deferred inflows, and deferred outflows.
- Final General Fund ending balance was \$15,599,606—a decrease of \$2,029,942 from the prior year financial statements and about \$460,000 more than the beginning fund balance assumed in the FY 22-23 Adopted Budget.

Kathy Wilson from Singer Lewak will attend the Board meeting to review the report.

Recommendation

Staff recommends acceptance of the audited financial statements for FY 2021-22.

April 10, 2023

To Management and the Board of Directors
Clackamas County Fire District #1
Milwaukie, Oregon

In planning and performing our audit of the financial statements of Clackamas County Fire District #1 (the "District") as of and for the year ended June 30, 2022, in accordance with auditing standards generally accepted in the United States of America, we considered the District's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A deficiency in *design* exists when (a) a control necessary to meet the control objective is missing, or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in *operation* exists when a properly designed control does not operate as designed or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the District's financial statements will not be prevented, or detected and corrected, on a timely basis.

Following are descriptions of material weakness identified as a result of audit procedures performed:

Accuracy of Capital Assets Reported

The beginning capital assets did not agree to the capital asset module reports. Upon examination, management determined that assets recorded in Munis were not reconciled to the prior year financial statements and that all items in prior year requiring capitalization were not recognized. As a result, a material prior period adjustment was needed to correct beginning balances.

Recommendation

Management should review system asset reports to ensure that all items are properly capitalized and that the capital asset system is updated to agree with reconciliation schedules and audited financial statements.

Management’s Response

As noted above, we recognized that assets recorded in Munis did not match with previous audits and reported this discrepancy. We reviewed existing asset records as well as the previous auditor’s work and manually updated the asset schedules for this year’s audit report to ensure the District’s capital assets are reported accurately for FY 2021-22. We are currently inputting these manual corrections into Munis and testing to ensure we can run accurate capital asset reports out of Munis by year end June 30, 2023. We believe District policies for recording capital asset acquisitions and disposals are adequate, but were not consistently followed in the past. Additionally, technical understanding of the capital asset modules in Munis was not sufficient due to limited capacity and limited training and support for former staff. Current Finance staff are aware of the District’s capital asset policies and are receiving training and guidance on Munis. We expect improved compliance going forward.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Following are descriptions of other identified deficiencies in internal control that we determined did not constitute significant deficiencies or material weaknesses:

Segregation of Duties – Cash Receipting

The person receiving payments is also responsible for preparing bank deposits.

Recommendation

There should be a segregation of duties between receiving payments and preparing bank deposits.

Management’s Response

We will be evaluating changes to the process as we add administrative capacity, with employees returning from working at home and absorbing new positions through the contract for service with Sandy Fire.

Security of Deposits

Deposits awaiting transport to the bank are not kept in a secure location with restricted access.

Recommendation

Deposits should be kept in a secure cabinet or drawer with limited access.

Management’s Response

A lock box has been provided for storing deposits.

Timeliness of Bank Reconciliation and Lack of Documented Review

Bank reconciliations are performed months after the month-end and do not include a documented of review of the reconciliation.

Recommendation

Bank accounts should be reconciled timely (within 30 days after month-end) and that documented reviews be performed.

Management's Response

Bank reconciliations were delayed in the prior year as we attempted to fix how previous bank reconciliations were performed and how bank account balances were recorded in Munis. As noted elsewhere in the audited statements, these issues have been addressed, resulting in a prior-year adjustment to cash balances. We have an established month-end process now that includes a bank reconciliation by the Chief Financial Officer with documented review by the Finance Manager.

Documented Approval of Timesheets

The timekeeping system indicated timecards were approved, however no report or other online visual was available to support the approval was performed by an appropriate supervisor. Because of this, auditors were unable to confirm control procedures exist.

Recommendation

Timesheet approval should be documented in a manner that supports who provided the approval.

Management's Response

The District has received a quote from the timekeeping software vendor to enable reporting on supervisor approval. As the budget allows, we intend to implement this module to ensure that time is approved by the appropriate manager.

This communication is intended solely for the information and use of management and the Board of Directors and is not intended to be, and should not be, used by anyone other than these specified parties.

Singer Lewak LLP

April 10, 2023

April 10, 2023

Board of Directors
Clackamas County Fire District #1
Milwaukie, Oregon

This letter is to inform the Board of Directors of Clackamas County Fire District #1 (the “District”) about significant matters related to the conduct of our audit as of and for the year ended June 30, 2022, so that it can appropriately discharge its oversight responsibility and we comply with our professional responsibilities.

Auditing standards generally accepted in the United States of America (AU-C 260, *The Auditor’s Communication With Those Charged With Governance*) require the auditor to promote effective two-way communication between the auditor and those charged with governance. Consistent with this requirement, the following summarizes our responsibilities regarding the financial statement audit as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

Our Responsibilities with Regard to the Financial Statement Audit

Our responsibility under auditing standards generally accepted in the United States of America has been described to you in our arrangement letter dated July 18, 2022. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities, which are also described in that letter.

Overview of the Planned Scope and Timing of the Financial Statement Audit

We have issued a separate communication dated July 18, 2022, regarding the planned scope and timing of our audit and identified significant risks.

Significant Accounting Practices, Including Policies, Estimates and Disclosures

The following is a list of the matters that will be discussed, including the significant estimates, which you may wish to monitor for your oversight responsibilities of the financial reporting process:

Accounting Policies

- A summary of the significant accounting policies adopted by the District is included in Note 2 to the financial statements. During the year ended June 30, 2022, the District adopted and implemented GASB Statement No. 87, *Leases*, however it was determined that there was no material impact on the District’s financial statements.

Significant Accounting Estimates

- Management's estimate of the depreciation expense is based on the estimated economic useful life of capital assets. We evaluated the key factors and assumptions used to develop the depreciation expense in determining that it is reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.
- Management's estimate of the net pension liability, deferred outflows – pension related and deferred inflows – pension related are based on an actuarial valuation performed on the Oregon Public Employees Retirement System Plan. We evaluated the key factors and assumptions used in the actuarial valuation in determining that it is reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.
- Management's estimate of the net other postemployment (OPEB) asset, deferred outflows – OPEB related and deferred inflows – OPEB related are based on an actuarial valuation performed on the Oregon Public Employees Retirement System Plan. We evaluated the key factors and assumptions used in the actuarial valuation in determining that it is reasonable in relation to the basic financial statements taken as a whole and in relation to the applicable opinion units.

Disclosures

- The disclosure of prior period adjustments in Note 3 to cash, accounts receivable, deferred revenues, and capital assets to correct beginning assets, net position, and fund balances.
- The disclosure of cash, cash equivalents and investments in Note 4 to the financial statements which describes the liquid assets available for operations of the District.

Audit Adjustments and Uncorrected Misstatements

Management corrected the material misstatements in the attached schedule that were identified as a result of our audit procedures.

In addition to the misstatements included above, we identified the following misstatements that management has concluded are immaterial to the basic financial statements taken as a whole in the attached schedule.

Internal Control Matters

We have issued a separate communication dated April 10, 2023, regarding certain deficiencies in internal control that we identified during the planning or performance of our audit of the financial statements.

Disagreements With Management

We are not aware of any disagreements with management during the audit process.

Consultation With Other Accountants

We are not aware of any consultations management had with other accountants about accounting or auditing matters.

Significant Issues Discussed With Management

As discussed in Note 3 to the financial statements, the beginning net position of governmental activities and the beginning fund balance of the General Fund has been adjusted to reflect corrections for errors reported in cash, property taxes receivable, and unavailable revenues in the prior year. Our opinion is not modified with respect to this matter.

Other Matters

Pursuant to professional standards, our responsibility as auditors for other information in documents containing the District’s audited financial statements does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to corroborate such other information. However, in accordance with such standards, we have read the information and considered whether such information, or the manner of its presentation, was materially inconsistent with its presentation in the financial statements.

Our responsibility also includes communicating to you any information which we believe is a material misstatement of fact. Nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

Management Representations

Attached is a copy of the management representation letter.

Closing

We will be pleased to respond to any questions you have about the foregoing. We appreciate the opportunity to be of service to the District.

This report is intended solely for the information and use of the Board of Directors and management, and is not intended to be, and should not be, used by anyone other than these specified parties.

Singer Lewak LLP

April 10, 2023

Clackamas County Fire District 1

8010

Year End: June 30, 2022

Prepared by

In-Chrg Review

Manager Review

Journal Entries: Adjusting

HR 3/7/2023

KW 4/5/2023

Date: 7/1/2021 To 6/30/2022

Partner Review

EQCR Review

Other Review

Number	Date	Name	Account No	Reference	Debit	Credit
8	6/30/2022	Property Tax Receivable	10-000-0000-0000-1175	8011	237,608.00	
8	6/30/2022	Undistrib Tax Coll - General	10-000-0000-0000-1200	8011		-237,607.00
8	6/30/2022	Deferred Revenue	10-000-0000-0000-2455	8011		-1.00
8	6/30/2022	Property Tax Receivable	50-000-0000-0000-1175	8011	8,109.00	
8	6/30/2022	Undistrib Tax Coll - General	50-000-0000-0000-1200	8011		-8,109.00

To correct property taxes accrued

17	6/30/2022	Land	99-000-1300	5512		-65,850.00
17	6/30/2022	Buildings	99-000-1310	5512		-687,834.00
17	6/30/2022	Improvements	99-000-1315	5512		-113,558.00
17	6/30/2022	Office Furniture	99-000-1320	5512		-1,616,258.00
17	6/30/2022	Machinery and Equipment	99-000-1325	5512		-8,401,416.00
17	6/30/2022	Vehicles	99-000-1330	5512		-18,149,989.00
17	6/30/2022	Trucks and Equipment	99-000-1335	5512	27,938,551.00	
17	6/30/2022	Accum Deprec - Buildings	99-000-1385	5512	2,322,065.00	
17	6/30/2022	Accum Deprec - Improvements	99-000-1386	5512	14,225.00	
17	6/30/2022	Accum Deprec - Office Furniture	99-000-1387	5512	129,011.00	
17	6/30/2022	Accum Deprec - Machinery & Equipment	99-000-1388	5512	6,315,891.00	
17	6/30/2022	Accum Deprec - Vehicles	99-000-1389	5512	13,267,161.00	
17	6/30/2022	Acc-Trucks and Equipment	99-000-1390	5512		-19,816,889.00
17	6/30/2022	Prior Perod Adjustment	99-000-3301	5512		-1,135,110.00

To record PPA- Capital assets

20	6/30/2022	Other Receivables	10-000-0000-0000-1230	6401	5,040.00	
20	6/30/2022	Deferred Revenue	10-000-0000-0000-2455	6401		-5,040.00

To reclass A/R owed by retirees

22	6/30/2022	PERS EE Withheld	80-000-0000-0000-2400	8012		-1,613.00
22	6/30/2022	Forestry Tech I	80-000-1800-0000-5521	8012	1,158.00	
22	6/30/2022	PERS Employer	80-000-1800-0000-6656	8012	455.00	

PBC- entry to correct Debit
balance in accrued payroll for Wildland Mitigation Fund

23	6/30/2022	BUDGETARY ESTIMATED REVENUES	40-000-0000-0000-3510		1.00	
23	6/30/2022	Operating Supply	40-002-1100-0000-7055			-1.00
23	6/30/2022	BUDGETARY ESTIMATED REVENUES	80-000-0000-0000-3510		1.00	
23	6/30/2022	Operating Supply	80-000-1800-0000-7055			-1.00

To correct small equity rounding differences

4/5/2023

7:46 PM

Clackamas County Fire District 1

Year End: June 30, 2022

Passed Adjustments

Date: 7/1/2021 To 6/30/2022

8040

Prepared by KW 4/4/2023	In-Chrg Review	Manager Review
Partner Review	EQCR Review	Other Review

Number	Date	Name	Account No	Reference	Debit	Credit	Recurrence	Misstatement
3	6/30/2022	Right to Use Asset	99-000-1800		175,809.00			
3	6/30/2022	Lease Liability	99-000-2800			175,809.00		
To record passed adjustment for lease right to use asset and liability at 6/30/2022								
					175,809.00	175,809.00		
Net Income (Loss)			5,031,449.00					

Clackamas Fire District #1



April 10, 2023

SingerLewak LLP
1255 Lee Street SE, Suite 210
Salem, Oregon 97302

This representation letter is provided in connection with your audit of the basic financial statements of Clackamas County Fire District #1 (the "District"), as of and for the year ended June 30, 2022, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

We confirm, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves, that as of the date of this letter:

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit arrangement letter dated July 18, 2022, for the preparation and fair presentation of the financial statements referred to above in accordance with U.S. GAAP.
2. We acknowledge our responsibility for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud.
4. The methods, data, and significant assumptions used by us in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement, or disclosure that is reasonable in the context of U.S. GAAP, and reflect our judgment based on our knowledge and experience about past and current events, and our assumptions about conditions we expect to exist and courses of action we expect to take.
5. No subsequent events have occurred that would require adjustment to the significant accounting estimates and related disclosures included in the financial statements.
6. Related-party transactions have been recorded in accordance with the economic substance of the transaction and appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP. Types of related party transactions engaged in by the District include:
 - a. Those with component units for which the District is accountable.

- b. Interfund transactions, including interfund accounts and advances receivable and payable, sale and purchase transactions, interfund transfers, long-term loans, leasing arrangements and guarantees.
7. The financial statements properly classify all funds and activities in accordance with GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, as amended.
8. The District is following either its established accounting policy regarding which resources (that is, restricted, committed, assigned or unassigned) are considered to be spent first for expenditures for which more than one resource classification is available or is following paragraph 18 of GASB Statement No. 54 to determine the fund balance classifications for financial reporting purposes.
9. All events subsequent to the date of the financial statements, and for which U.S. GAAP requires adjustment or disclosure, have been adjusted or disclosed.
10. The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with U.S. GAAP.
11. Management has followed applicable laws and regulations in adopting, approving and amending budgets.
12. Risk disclosures associated with deposit and investment securities are presented in accordance with GASB requirements.
13. Provisions for uncollectible receivables have been properly identified and recorded.
14. Capital assets, including infrastructure, intangible assets, and right of use assets are properly capitalized, reported and, if applicable, depreciated.
15. Components of net position (net investment in capital assets, restricted, and unrestricted) and classifications of fund balance (nonspendable, restricted, committed, assigned, and unassigned) are properly classified and, if applicable, approved.
16. Revenues are appropriately classified in the statement of activities within program revenues and general revenues.
17. Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
18. Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
19. The District's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available and appropriately disclosed and that net position is properly recognized under the policy.

20. The District has disclosed the entities with which it has a tax abatement agreement, the total gross amount of taxes abated during the period, the specific taxes that were abated and whether any commitments other than to reduce taxes were made as part of any tax abatement agreement as required by GASB Statement No. 77.
21. We have no direct or indirect legal or moral obligation for any debt of any organization, public or private, or to special assessment bond holders, that is not disclosed in the financial statements.
22. We have complied with all aspects of laws, regulations and provisions of contracts and agreements that would have a material effect on the financial statements in the event of noncompliance. In connection therewith, we specifically represent that we are responsible for determining that we are not subject to the requirements of the Single Audit Act because we have not received, expended or otherwise been the beneficiary of the required amount of federal awards during the period of this audit.
23. With respect to drafting the financial statements and posting approved journal entries performed in the course of the audit:
 - a. We have made all management decisions and performed all management functions;
 - b. We assigned an appropriate individual to oversee the services;
 - c. We evaluated the adequacy and results of the services performed, and made an informed judgment on the results of the services performed;
 - d. We have accepted responsibility for the results of the services; and
 - e. We have accepted responsibility for all significant judgments and decisions that were made.
24. We have reviewed the GASB Statements effective for the fiscal year ended June 30, 2022, and concluded the implementation of the following Statements did not have a material impact on the basic financial statements for the year ended June 30, 2022:
 - a. GASB Statement No. 87, *Leases*
25. As of and for the year ended June 30, 2022, we believe that the effects of the uncorrected misstatements aggregated by you and summarized in the attached schedule, both individually and in the aggregate, to the basic financial statements. For purposes of this representation, we consider items to be material, regardless of their size, if they involve the misstatement or omission of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.
26. We agree with the restatement of the previously issued financial statements discussed in Note 3. In that regard:

- a. The restatement corrects an error in those financial statements.
- b. We were not aware of the error when those financial statements were issued.
- c. We are not aware of any other errors in those financial statements.

We do not believe it is necessary to recall those financial statements and all users of those financial statements will receive a copy of the current year's financial statements and independent auditor's report.

Information Provided

- 27. We have provided you with:
 - a. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the basic financial statements such as records, documentation and other matters.
 - b. Additional information that you have requested from us for the purpose of the audit.
 - c. Unrestricted access to persons within the District from whom you determined it necessary to obtain audit evidence.
 - d. Minutes of the meetings of the governing board and committees, or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 28. All transactions have been recorded in the accounting records and are reflected in the basic financial statements.
- 29. We have disclosed to you the results of our assessment of risk that the basic financial statements may be materially misstated as a result of fraud.
- 30. It is our responsibility to establish and maintain internal control over financial reporting. One of the components of an entity's system of internal control is risk assessment. We hereby represent that our risk assessment process includes identification and assessment of risks of material misstatement due to fraud. We have shared with you our fraud risk assessment, including a description of the risks, our assessment of the magnitude and likelihood of misstatements arising from those risks, and the controls that we have designed and implemented in response to those risks.
- 31. We have [o knowledge of allegations of fraud or suspected fraud affecting the District's basic financial statements involving:
 - a. Management.
 - b. Employees who have significant roles in internal control.

- c. Others where the fraud could have a material effect on the [primary government] [basic] financial statements.
32. We have no knowledge of any allegations of fraud or suspected fraud affecting the District's basic financial statements received in communications from employees, former employees, analysts, regulators, or others.
 33. We have no knowledge of noncompliance or suspected noncompliance with laws and regulations.
 34. We are not aware of any pending or threatened litigation and claims whose effects should be considered when preparing the financial statements.
 35. We have disclosed to you the identity of all of the District's related parties and all the related-party relationships and transactions of which we are aware.
 36. We have informed you of all significant deficiencies, including material weaknesses, in the design or operation of internal controls that could adversely affect the District's ability to record, process, summarize and report financial data.
 37. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
 38. We believe that the actuarial assumptions and methods used by the actuary for funding purposes and for determining accumulated Plan benefits are appropriate in the circumstances. We did not give instructions, or cause any instructions to be given, to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the Plan's actuary.
 39. We believe that the information obtained from the audited financial statements of and other participant information provided by Oregon Public Employers Retirement System is appropriate in the circumstances. We did not give instructions, or cause any instructions to be given, to the Plan or its auditor in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the Plan or its auditor.
 40. During the course of your audit, you may have accumulated records containing data that should be reflected in our books and records. All such data have been so reflected. Accordingly, copies of such records in your possession are no longer needed by us.

Supplementary Information

41. With respect to supplementary information presented in relation to the basic financial statements as a whole:
 - a. We acknowledge our responsibility for the presentation of such information.

- b. We believe such information, including its form and content, is fairly presented in accordance with U.S. GAAP).
- c. The methods of measurement or presentation have not changed from those used in the prior period.
- d. The significant assumptions or interpretations underlying the measurement or presentation of the combining statements and individual fund schedules and the basis for our assumptions and interpretations are reasonable and appropriate in the circumstances.
- e. When supplementary information is not presented with the audited basic financial statements, we will make the audited basic financial statements readily available to the intended users of the supplementary information no later than the date of issuance of the supplementary information and the auditor's report thereon.

42. With respect to Management's Discussion and Analysis, the Schedule of the Proportionate Share of the Net Pension Liability – OPERS, the Schedule of Pension Contributions – OPERS, the Schedule of the Proportionate Share of the Net Other Postemployment Benefit Liability – OPERS, the Schedule of Other Postemployment Benefit Contributions – OPERS and the Schedule of Net Other Postemployment Benefit Liability - Employee Benefit Plan for the Employees of the District presented as required by U.S. GAAP to supplement the basic financial statements:

- a. We acknowledge our responsibility for the presentation of such required supplementary information.
- b. We believe such required supplementary information is measured and presented in accordance with guidelines prescribed by U.S. GAAP.
- c. The methods of measurement or presentation have not changed from those used in the prior period.
- d. The significant assumptions or interpretations underlying the measurement and presentation of the Required Supplementary Information and the basis for our assumptions and interpretations are reasonable and appropriate in the circumstances.

Clackamas County Fire District #1



 Mark Whitaker
 Chief Financial Officer

4/10/2023

 Date



CLACKAMAS FIRE DISTRICT #1

Here for you

Memo

To	Board of Directors
From	Chief Financial Officer Mark Whitaker on behalf of Fire Chief Nick Browne
Date	April 17, 2023
Subject	Plan of Action for Internal Controls

Action Requested

Staff recommends that the Board of Directors adopt Resolution 23-03 to authorize the plan of action for addressing the material weakness identified in the FY 2021-22 audit.

Background

ORS 297.466 requires that when a local government’s financial audit results in either a material weakness or a significant deficiency, the municipality must adopt a plan of action to address those deficiencies and file the plan with the Secretary of State. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the District’s financial statements will not be prevented, or detected and corrected, on a timely basis.

As noted in the management letter from Singer Lewak, the auditor identified one material weakness:

Accuracy of Capital Assets Reported

The beginning capital assets did not agree to the capital asset module reports. Upon examination, management determined that assets recorded in Munis were not reconciled to the prior year financial statements and that all items in prior year requiring capitalization were not recognized. As a result, a material prior period adjustment was needed to correct beginning balances.

Recommendation

Management should review system asset reports to ensure that all items are properly capitalized and that the capital asset system is updated to agree with reconciliation schedules and audited financial statements.

The auditor also identified other deficiencies in internal control that were not considered significant and, therefore, do not require a plan of action. Nonetheless, the District takes those deficiencies seriously and is looking to resolve them as well.

Plan of Action

Given the timing of this year’s audit, the District has been aware of the weakness in capital asset records for some time and has already implemented most of the plan of action to correct it. The error originated due to a discrepancy between the previous auditor’s recording of the District’s capital assets and the records kept in Munis, the District’s financial software. Upon detection of this error, Finance staff reviewed existing asset records as well as the previous auditor’s workpapers and manually updated the asset schedules to accurately reflect the District’s



holdings. As noted in the auditor’s letter, this revision resulted in a material prior period adjustment as the newly calculated, accurate asset values did not match the previous year’s audit report.

Finance staff is currently inputting these manual corrections into Munis and testing to ensure we can run accurate capital asset reports out of Munis by year end June 30, 2023. We believe District policies for recording capital asset acquisitions and disposals are adequate, but were not consistently followed in the past. Additionally, technical understanding of the capital asset modules in Munis was not sufficient due to limited capacity and limited training and support for former staff. Current Finance staff is aware of the District’s capital asset policies and are receiving training and guidance on Munis. We expect that assets will be properly recorded in Munis and accurately reported in financial statements going forward.

The auditor also identified other deficiencies in internal control that were not considered significant and, therefore, do not require a plan of action. Nonetheless, the District takes those deficiencies seriously. The District has either addressed those deficiencies already or is planning to.

Recommendation

Staff recommends the Board of Directors adopt Resolution 23-03 to authorize the plan of action for addressing the material weakness identified in the FY 2021-22 audit.

Clackamas Fire District



CLACKAMAS FIRE DISTRICT RESOLUTION #23-03 Plan of Action for Internal Control Deficiency

Whereas, ORS 297.466 requires that when a local government’s financial audit results in either a material weakness or a significant deficiency, the municipality must adopt a plan of action to address those deficiencies and file the plan with the Secretary of State within 30 days after filing the audit report; and

Whereas, Clackamas Fire District’s 2021-22 financial audit identified a material weakness related to the accuracy of capital assets reporting that resulted in a material prior period adjustment; and

Whereas, the District has identified a plan of action to correct its capital asset reporting by reviewing records and policies, inputting correct values into the District’s accounting software by the end of the fiscal year, and improving staff awareness and training; and

Whereas, the District has documented its plan of action to correct capital asset reporting in the attached letter to the Oregon Secretary of State; now therefore be it

Resolved, that the Board of Directors of Clackamas Fire District hereby authorizes the Chief Financial Officer to implement the plan of action and accurately report the District’s capital assets.

Adopted this date, April 17, 2023.

President, Board of Directors

Secretary, Board of Directors

Clackamas Fire District



April 17, 2023

Oregon Secretary of State, Audits Division
255 Capitol St. NE, Suite #500
Salem, OR 97310

Plan of Action for Clackamas Fire District

Clackamas Fire District respectfully submits the following corrective action plan in response to a deficiency reported in our audit of fiscal year end June 30, 2022. The audit was completed by the independent auditing firm Singer Lewak and reported the deficiency below. The plan of action was adopted by the Board of Directors at their meeting on April 17, 2023, as indicated by the signatures below.

Deficiency #1

Material Weakness:

Following are descriptions of material weakness identified as a result of audit procedures performed:

Accuracy of Capital Assets Reported

The beginning capital assets did not agree to the capital asset module reports. Upon examination, management determined that assets recorded in Munis were not reconciled to the prior year financial statements and that all items in prior year requiring capitalization were not recognized. As a result, a material prior period adjustment was needed to correct beginning balances.

Recommendation

Management should review system asset reports to ensure that all items are properly capitalized and that the capital asset system is updated to agree with reconciliation schedules and audited financial statements.

Plan of Action: The majority of the identified weakness is related to prior reporting of capital asset values and these corrections have been made through a prior period adjustment. District staff has reviewed capital asset records as well as available workpapers from the District's prior auditor to ensure all items are properly capitalized as of June 30, 2022.

The remaining plan of action is ensure that the capital asset system (Munis) is properly updated and able to run accurate capital asset reports by year end June 30, 2023. District staff have also identified procedures to ensure that:

1. Expenses that should be recorded as capital assets are identified.
2. Capital assets are properly recorded in the capital asset system when acquired or disposed of.
3. Depreciation schedules are reviewed each year.

Clackamas Fire District



4. Values in the capital asset system are reviewed and reconciled against the audited financial statements each fiscal year.

Date of Implementation: The above actions are ongoing and require continued attention. Updates to the financial system and procedures will be completed by June 30th, 2023.

Marilyn Wall
President, Board of Directors

Signature

Mark Whitaker
Chief Financial Officer

Signature



CLACKAMAS FIRE DISTRICT #1

B-3

Here for you

Memo

To	Board of Directors
From	Chief Financial Officer Mark Whitaker on behalf of Fire Chief Nick Browne
Date	April 17, 2023
Subject	Budget Committee Appointments

Action Requested

Staff requests Clackamas Fire District Board of Directors interview and appoint two committee members to the Clackamas Fire Budget Committee.

Background

The Budget Committee meets each May to approve the proposed budget for the fire district. Per Oregon local budget law, appointment members serve three-year terms and must be a registered voter in district elections. The positions currently held by Heidi Hicks and William Gifford expire this month.

The district has received four applications for the two vacant positions.

Recommendation

Staff recommends that the Board of Directors appoint two applicants to the Clackamas Fire Budget Committee for a term of three years.



CLACKAMAS FIRE DISTRICT

Here for you

Memo

To	Board of Directors
From	Chief Technology Officer Oscar Hicks on behalf of Fire Chief Nick Browne
Date	April 17, 2023
Subject	Konica Minolta Business Solutions Managed Print Services Renewal

Action Requested

Request Board approval for the Fire Chief to sign a 36-month contract to renew managed print services through Konica Minolta Business Solutions (KMBS).

Background

Since 2017, KMBS has provided managed print services to Clackamas Fire District (CFD), during this time the level of service and quality has been excellent. Having this partnership has afforded CFD some value-add opportunities in taking advantage of KMBS' ability to extend the same level of services and rates from 2017 and save time and resources by streamlining the request for proposal (RFP) requirements under the Sourcewell Cooperative Agreement.

There will be no disruption to KMBS operations, additionally CFD would have to remove devices, ship, deliver and deploy new devices across all fire stations, including re-networking devices, etc. The same service level agreements stay in place. Continued KMBS' commitment to service, repair and replace devices during the duration of the redeployment term. The Auto-Toner Replenishment Program stays in place. Consistent monthly invoices for budgeting.

Policy Implications

Purchasing policy states Board approval is required for purchases over \$50,000.00.

Budget Implications

- 36-month Extension via Sourcewell Cooperative Contract ****Meets RFP Bid Requirements**** \$2,861.72/month (Locked Pricing). Formal proposal attached.

*Costs = Equipment Lease + Service Agreement



Your Team in Portland, OR

Julian Santiago

Sr. Strategic Account Manager
Education & Government Services
503-757-0344
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Jonathan Klumker | Branch Sales Manager

Don Krenzer | Sr. Branch Service Manager

Cory Macke | Area Vice President

Shawn Whipple | Director of Professional Services

Andrew Starks | Software Solutions Consultant

Matt Clookie | Software Solutions Consultant



KONICA MINOLTA

Financial Analysis Proposal Summary – Cover Page

To our partners in Clackamas Fire District, Fire Chiefs, CFO, CIO, Board and All,

Konica Minolta has maintained a strong partnership with the Clackamas Fire District for over 10 years. Over the course of that time, our technicians and customer support teams have provided outstanding services in reverence of the value we uphold to our partnership with the District and its operations for our communities in Oregon.

In the past 3 years, our team has onboarded new talented people and teams that have allowed us to build our partnership together in IT Services and demonstrate greater value in our professional services and for the advanced support of the Konica Minolta MFP fleet and its operations.

Since May 2022, our teams have engaged the District IT in conversations, meetings, and thorough reviews of the Konica Minolta MFP Fleet Refresh and 38 copiers/MFPs with IT Services.

Every step of the way, our goals together have been and are still in alignment with the best management of the District’s finances and operations.

Today, Konica Minolta’s solution to use the Sourcewell Cooperative Contract to keep your existing equipment in place will meet your RFP Competitive Bid Requirements and help to avoid a potential \$14,209.08 yearly increase to your copier operations by maintaining your current equipment instead of getting new equipment.

Financial Breakdown – 2017 vs. Today’s Market in 2023 | Why Keeping Existing Operations is a Better Financial Decision than Getting New Equipment

Market Year	Contract Term	Market Cost / Side-by-Side Comparison
2017	KMBS Current Contract 60 months	Today’s Avg. Operational Costs - \$3,027.72 / month
2023	KMBS Cooperative Contract 60 months	New Equipment Costs in Today’s Market - \$4,211.81 / month Market Inflation for new equipment represents \$14,209.08 yearly increase



KONICA MINOLTA

KMBS Solution – Sourcewell Cooperative Contract

Meets All Competitive RFP Requirements of the Auditor and Guarantee’s KMBS Customer One Level Service

Compared Operations	Fleet Details	Operational Costs & Savings
Current Operations	38 Devices	\$3,027.72 / month
36-month Extension	Existing 38 Devices	\$2,861.72 / month (Locked) Represents \$1,992 in yearly savings
Costs = Equipment Lease + Service Agreement		

The advantage that Konica Minolta offers to Clackamas Fire District, as your Strategic Partner, is that we have the ability to extend the same level of services and commitment of your current agreement and save time and resources by streamlining the RFP requirements under the Sourcewell Cooperative Agreement.

After thorough review, we believe that this is the very best solution for Clackamas Fire District.

This offer provides the following:

1. Maintains existing fleet operations and service level agreement / commitment.
2. Meets the Auditor’s RFP & Bid Requirements using the Sourcewell Cooperative Contract.
3. Saves the District’s Time by streamlining RFP with Sourcewell.
4. Saves the District’s Costs by avoiding Market Inflation Costs for New Equipment.



KONICA MINOLTA

Konica Minolta Overview

Financial Analysis – Market costs compared between 2017 and 2023 represent around 140% of inflation and are expected to worsen in 2023. Market inflation is not just a KMBS issue, this is an issue which affects all vendors.

KMBS Solution – The advantage that Konica Minolta offers to Clackamas Fire District, as your Strategic Partner, is that we have the ability to extend the same level of services and commitment of your current agreement and save time and resources by streamlining the RFP requirements under the Sourcewell Cooperative Agreement.

This contract extension using the Sourcewell contract will provide:

No disruption to KMBS Operations Today

- Avoid having to remove devices, ship, deliver and deploy new devices across all Fire Stations, re-networking devices, etc.

Same Service Level Agreement as Today's Existing Agreement

- No changes to Konica Minolta's commitment to service, repair and replace devices during the duration of the 36-month redeployment term.
- Auto-Toner Replenishment Program stays in place as we've co-authored it.

Contract Payment Lock – No Escalations for the duration of the 36-month term.

Custom One Rate Service Model Conversion – Consistent Monthly Invoices.

Cooperative Purchasing Reference Guide

Your guide for sourcing success



KONICA MINOLTA

Sourcewell 
Formerly NJPA

Awarded Contract

Contract # 083116-KON



Together,
we are
Sourcewell

Cooperative Purchasing

Cooperative purchasing is procurement conducted by, or on behalf of, one or more governmental units for use by other governmental units.



Compliant

- Our process can be trusted to satisfy your bid requirements
- We are a government agency that works like you
- Achievement of Excellence in Procurement recipient



Competitive

- Buying power of 50,000 members
- Contracts offer ceiling-based pricing and volume discounts



Convenient

- More than 300 quality vendors holding competitively awarded contracts
- Full suite of options for a complete solution
- Easy, no-cost membership



Become a member

Membership is free. Just fill out an online or paper application. A membership legal agreement is available if needed. After submitting your application, you will receive a Sourcewell member ID number electronically and a welcome packet by mail.

- Online at: www.sourcewell-mn.gov/become-member
- Through hard copy participation membership application (download from our website)
- Through “Joint Exercise of Powers” or “Interlocal” agreements

Make a purchase

Browse our catalog of nationally awarded vendors online. Contact the vendor directly and inform them of your interest in using the Sourcewell contract, OR use our expertise — contact our membership team. We want to be your guide.

For more information, contact our membership team:

877-585-9706

membership@sourcewell-mn.gov

Our Process

Cooperative purchasing is procurement conducted by, or on behalf of, one or more governmental units for use by other governmental units.

Our user-friendly process—the consistency of our documents, forms, and evaluation criteria—is among our greatest assets.

We continuously refine our efforts to meet the changing needs of our members. The result is a national, competitive procurement process that is valued by our members and satisfies state-specific procurement requirements.

Our members add value to these steps by understanding their local procurement requirements and assessing their ability to legally access and utilize Sourcewell contracts.

Competitive Procurement Process

1. Scope of Solicitation

We determine the scope of each competitive solicitation by identifying the needs of our members. This is accomplished through daily interactions and guidance from our members.

2. Authorization from Sourcewell's Board of Directors

Before initiating a solicitation, we seek permission from the publicly elected Sourcewell Board of Directors.

3. Public Notice and Advertising

Upon approval from the Board, we issue a public notice and advertisement. Refer to www.sourcewell-mn.gov/process for specific advertising locations.

4. Proposal Receipt and Opening

We time and date stamp each proposal upon receipt at our office in Staples, MN. We conduct a public-proposal opening at a time, date, and place specified in the solicitation.

5. Objective Evaluation

At the proposal opening, we evaluate the responsiveness of each proposal received. The evaluation committee then presents its recommendations to the chief procurement officer (CPO) for final review and approval.

6. Official Award

Upon approval by the CPO and ratification by the Sourcewell Board of Directors, we award the recommended vendor(s) a four-year contract with the potential for a one-year extension. The Procurement Department sends a Notice of Award or Non-Award to all respondents via email.

7. Posting and Review of Approved Contract Documents

Sourcewell maintains a complete procurement file, and contract documentation is posted on our website. We periodically review all awarded contracts for compliance and effectiveness. In addition, Sourcewell may review and approve price and product changes at the vendor's request.



3-time recipient of the Achievement of Excellence in Procurement award.

The Sourcewell Advantage

Sourcewell is a self-funded government organization. We partner with government, education, and nonprofit entities to boost student and community success.

You can confidently partner with Sourcewell because we:

Value independence

- As a government agency authorized by the state of Minnesota, we can enter into contracts and operate as our own cooperative purchasing lead agency. (See enabling legislation on page 6)
 - We adhere to competitive solicitation requirements of the Uniform Municipal Contracting Law.
- We award most contracts corporately, but you purchase from local dealers and providers.
- Contract terms allow you to propose supplemental terms and conditions.

Lead the way

- Choice of high-quality equipment/products/services—300 North American vendor contracts and more than 500 construction contracts.
- We eliminate low-bid, low-quality issues. You capture lifecycle-cost savings.
- Our contracts are tailored to you with solutions-based solicitations.
 - Basic to fully customized solutions available when you choose from a suite of options.

Read the fine print

- Proven procurement process, refined over 40 years. (See prior page.)
- Contracts competitively solicited on your behalf and awarded by our CPO and elected board.
- The documentation you need is right at your fingertips—with a complete procurement file posted on our website [Sourcewell-mn.gov](https://sourcewell-mn.gov).

Make purchasing easy

- Browse our catalog of awarded vendors online.
- Members can then contact the vendor directly and tell them you'd like to use the Sourcewell contract.
 - If not a member, check out how easy it is to join on page 3.
- Tap into our expertise by contacting our membership team: 877-585-9706 or membership@sourcewell-mn.gov.

Frequently Asked Questions

Q. Who is Sourcewell?

A. Sourcewell, formerly National Joint Powers Alliance, is a local unit of government, a public corporation and agency under the Minnesota Constitution and its enabling law, Minnesota Statutes § 123A.21. Sourcewell employees are government employees.

Q. What is Sourcewell's primary purpose?

A. Sourcewell is a service cooperative created to provide programs and services to members in the government, education, and nonprofit sectors. Its statutory purpose is to assist members in meeting specific needs which are more efficiently delivered cooperatively than by an entity individually. Minn. Stat. § 123A.21, subd. 2.

Q. Is cooperative purchasing one of Sourcewell's authorized activities?

A. Sourcewell is authorized to establish cooperative purchasing contracts on behalf of itself and its members. Sourcewell follows the competitive contract law requirements under Minnesota Statutes § 471.345, to solicit, evaluate, and award these contracts.

Q. How is Sourcewell governed?

A. Sourcewell is governed by an eight-member Board of Directors made up of local elected officials including county commissioners, city council members, mayors, and school board members.

Q. Who is eligible for membership, and how much does it cost?

A. Membership is free and available to all government, education, and nonprofit entities.

Q. How do we join Sourcewell?

A. You can join by submitting an online membership application at: [Sourcewell-mn.gov/join](https://sourcewell-mn.gov/join) or by submitting a paper application.

Q. What specific statute gives my agency the authority to participate?

A. Joint powers and cooperative purchasing laws authorize members to access Sourcewell cooperative purchasing contracts. Sourcewell members are responsible for ensuring compliance with state and local laws in their respective jurisdictions. A comprehensive list of state laws is included on the Sourcewell website on the "Compliance and Legal" page.

Sourcewell continuously monitors changing laws and regulations affecting cooperative purchasing. For questions about state-specific compliance or contract-use requirements, please contact contract.administration@sourcewell-mn.gov.

Q. Can my agency use Sourcewell contracts without issuing our own solicitation?

A. Sourcewell contracts are competitively solicited on behalf of Sourcewell and its members. Individual members are free to determine whether the awarded contracts meet their needs.

Frequently Asked Questions

Q. Does Sourcewell's procurement process meet federal procurement standards, including the Office of Management and Budget Uniform Guidance (2 CFR Part 200)?

A. Sourcewell's procurement process is continuously improved to ensure compliance with state and federal requirements affecting our members' ability to use cooperative purchasing contracts. Standard federal terms and conditions are included in Sourcewell solicitations and contracts. For specific compliance questions, please contact contract.administration@sourcewell-mn.gov.

Q. How do I obtain copies of the legal documents associated with each contract?

A. Contracts and solicitation documents are available under the "Contract Documentation" tab on each vendor's page on the Sourcewell website. Please follow the instructions under each vendor's "Pricing" tab to access pricing for specific contracts. Due to pricing complexity, some pricing is only available upon request. Procurement files are also available upon request.

Q. As a Sourcewell member, are we able to buy from other contracts?

A. Sourcewell membership and contracts are nonexclusive with no obligation to purchase.

Q. How is Sourcewell funded?

A. Sourcewell is funded by administrative fees paid by vendors. When Sourcewell awards a contract, that vendor realizes substantial efficiencies in the form of thousands of sales opportunities. Vendors pay a percentage of those sales to Sourcewell to cover costs related to the procurement process and to offset general operating costs.

Material prepared and provided by Sourcewell is intended as informational and for reference purposes, but is not legal advice. We recognize your responsibility to ensure the Sourcewell procurement process complies with your local laws.



Cooperative Purchasing

Sourcewell creates cooperative contract purchasing solutions on behalf of its member agencies. Cooperative contracts offer both time and money savings for users by consolidating the efforts of numerous individually prepared solicitations into one, cooperatively shared process—taking advantage of the volume pricing generated by 50,000 members across North America.

Join and Purchase

Visit sourcewell-mn.gov/cooperative-purchasing or turn to page 3 for more details.

We want to be your guide.

Contact our membership team:

877-585-9706

membership@sourcewell-mn.gov

SERVICE LEVEL AGREEMENT

1.. Performance Standards / Fleet Uptime

a. Response time:

- i. Service call telephone response shall be within one (1) business hours of receipt of the service call.
- ii. Service call on-site response shall be within an average of four (4) business hours of receipt of call for all Customer locations serviced by a branch or within 50 miles of an authorized dealer.
- iii. Remote locations outside this radius will be responded to, on-site, within an average of six (6) business hours from call placement.
- iv. Service call on-site for any KMBS printers shall be the next business day.

b. KMBS service standards will provide an average quarterly fleet uptime of 95%.

The KMBS definition of uptime is based on full equipment availability producing quality output. Uptime Average is calculated as $[(\text{Availability Hours}) - (\text{Downtime})] / (\text{Availability Hours})$ with the product rounded down to the nearest whole number.

- i. "Availability Hours" shall mean the number of Business Hours per calendar month that the equipment is on-site, operating according to specifications, and fully available for use by the Customer. "Business Hours" include the time between 8:00 a.m. and 5:00 p.m. (local time), Monday through Friday, excluding KMBS holidays.
- ii. "Downtime" shall mean the number of business hours in any calendar month during which an item of Hardware, maintained hereunder, is inoperative during the month and such inoperability is not due to misuse, fire, or using the Hardware in a manner other than its intended uses. Downtime is calculated from the point in time when KMBS receives the service request for Hardware that cannot perform its functions until such time as the equipment is operating per KMBS specifications. Downtime includes machine-repair time and response time when the Hardware is inoperative. Downtime excludes preventive maintenance, equipment move time, time consumed in producing usable copies, or maintenance service rendered due to user misuse or for non-payment.

2. Customer One Guarantee

For equipment covered by this Guarantee under full continuous maintenance coverage from the date of installation, and for up to a maximum of five (5) years, KMBS shall offer a Customer One Guarantee which states:

- a. Should covered equipment be out of service, due to maintenance needs, for more than sixteen (16) consecutive business hours, or if a production print unit is out of service for more than 24 hours, KMBS shall provide a loaner unit of similar capabilities upon your request.

- b. Any unit that KMBS determines cannot be properly repaired to manufacturer's specifications will be eligible for a replacement unit of substantially similar or greater capabilities, at no additional charge, Replacement shall be a new MFP device within the first two (2) years of installation and the replacement unit thereafter may be other than new.
- c. Customer owned non-KMBS assets, subject to a Managed Print Service contract supplement are not covered by this Customer One Guarantee.

3.. **Data Security and Hard Drive Sanitization**

- a. At install, the bizhub SECURE option may be available per unit for new KMBS equipment acquired under this Agreement. Value-added security functions can be enabled to:
 - i. Hard drive encryption
 - ii. Hard drive lock password
 - iii. Automatic deletion of temporary image data
 - iv. Data overwrite of electronic documents on a timed
- b. At end of term, for KMBS equipment only, KMBS shall offer the following options, upon written request and authorization from Customer::
 - (i) As-is disposal
Equipment will be picked up according to the respective terms and conditions of your contract and disposed of accordingly in a responsible manner. The internal data of the machine will not be altered or modified in any way.
 - (ii) In-place data cleaning
Where available, a KMBS field engineer will perform a "data overwrite" of the hard drive using built-in sanitization technology. The drive will be cleared of data and re-initialized in the machine before disposal. Availability of this option depends on model and configuration. Cost is prevailing hourly rate in effect at time of request.
 - (iii) Hard Drive replacement and return
At the time of disposal, the internal hard drive will be removed and sealed in a container that will be returned to the Customer. A replacement hard drive will be installed and re-initialized with the generic device control programs. Availability of this option depends on model and configuration. Cost is prevailing hourly rate in effect at time of request plus the replacement cost for the hard drive.

4. . **Account Management and Reporting**

- a. Corporate review meetings are to be held quarterly with Customer and KMBS account management teams.
- b. KMBS will provide metric reporting to be agreed upon during implementation.

FIRE CHIEF'S REPORT

March 2023



Seattle Stairclimb Fundraiser



Firefighters cheer on Timm Wilson at Special Olympics Oregon



Crews ventilating the fire in Beavercreek

Highlights

- Medical Services prepared for EMS recertification and confirming all response personnel have the required continuing education and training. This is due internally by April 30th and due at the State by May 31st.
- Financial Services completed the final audit review.
- Financial Services worked with Sandy Fire on their proposed budget and other finance changes related to contract for service.
- Human Capital completed the Apprentice Spark Hire interviews and prepared for the next in-person round of interviews.
- To date, the FMO Engineering Group has conducted 292 of the following: reviews and comments on land use, fire apparatus access and water supply reviews, building finals, assistance with acceptance testing, and completed certificate of occupancy inspections.
- FMO has exceeded project revenue of \$22,000. Total collected fees for service to date is \$23,765.00.
- ITS worked on refreshing/updating station technology including MDCs, laptops, and Wi-Fi expansion.

Notable Events/Calls

- On 3/4, crews battled a fire in Beavercreek that destroyed a double-wide mobile home. Unfortunately, the wind accelerated the fire, and the building was a total loss.
- On 3/4, crews assisted TVF&R on a house fire in West Linn. E315, T316 and BC303 assisted. This was a well involved structure with vehicles involved. Great partnership with TVF&R and LOFD.
- In the morning of 3/14, the east battalion responded to a well involved fire in Boring. Crews from Sandy and Gresham Fire assisted.
- At 03:08 on 3/19, crews arrived to a well involved 2nd floor fire that was midspan in a multi-unit condo building.
- From 3/20 to 3/24, Oregon City had 5 Structure Fires that crews quickly extinguished

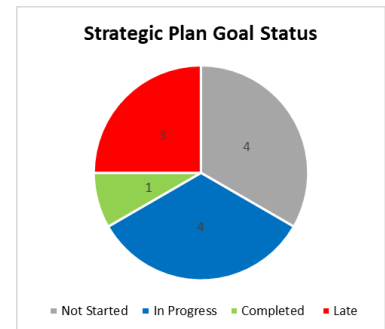
FIRE CHIEF'S REPORT

March 2023

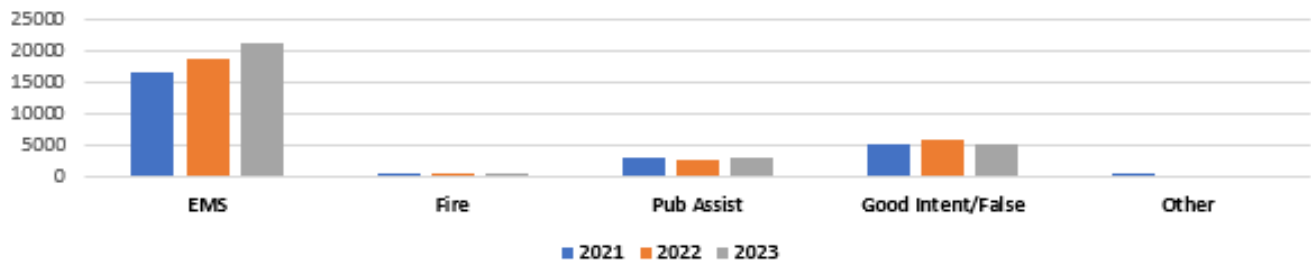
Organizational Data

Volunteers

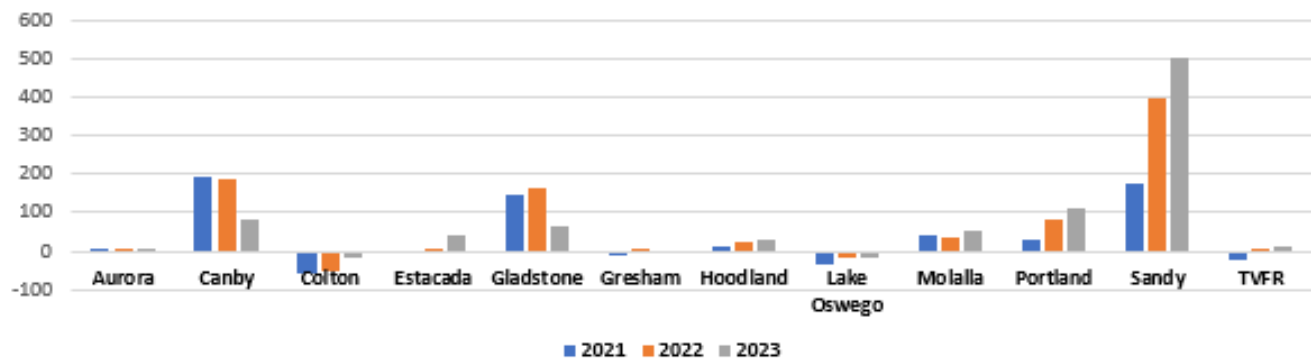
Training		Events	Duty Shifts	Station 12	Station 13	Station 21	Support
# of Drills	4	0	Nights	16/31	15/31	13/31	8/31



Incidents by Type
12-months ending March of each year
Does not include mutual aid given



Net Mutual Aid
Net incident response for 12-months ending March of each year
Includes canceled en route incidents



Average Company Time Committed

Time: 206 hours and 1 minute

Percent of Month: 30.10%

Includes Preparation and Response: Incidents, Apparatus/Equipment Checks, Physical Fitness, Training

FIRE CHIEF'S REPORT

March 2023

Staffing

	Response	Risk Reduction	Staff	FF Vols	Support Vols
Allocated	263	12	55		
Filled	247	8	53	16	14
Academy	6	0		16	1

New Hires

- None

Promotions

- None

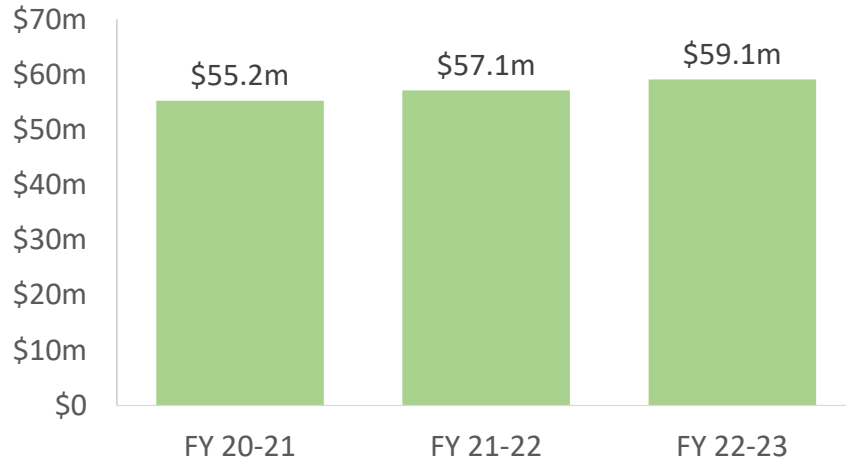


FINANCIAL REPORT

Period Ending March 31, 2023

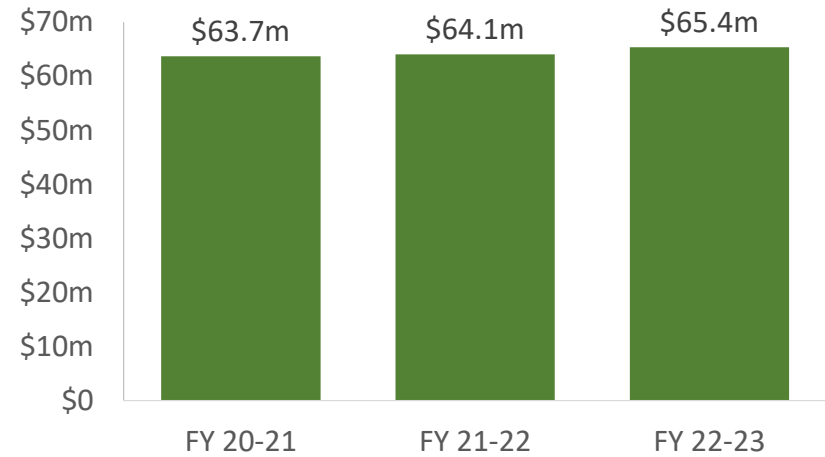
General Fund Property Tax Revenues

Through March



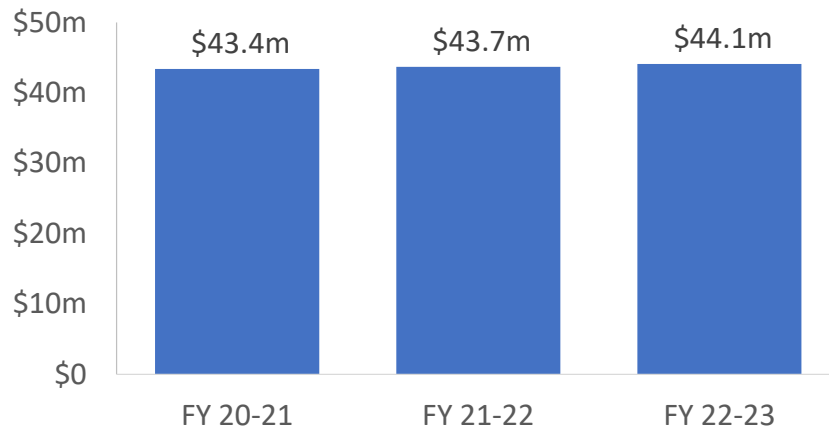
General Fund Total Revenue

Through March



General Fund Salary & Benefits

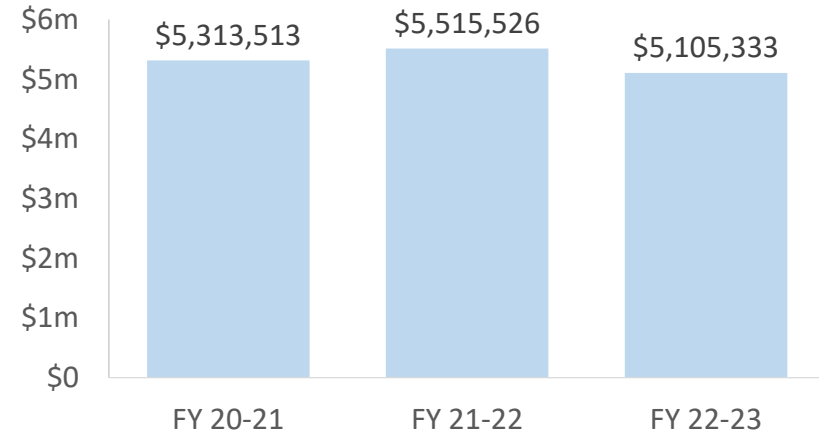
Through March



73.8% of FY budget spent

General Fund Overtime

Through March



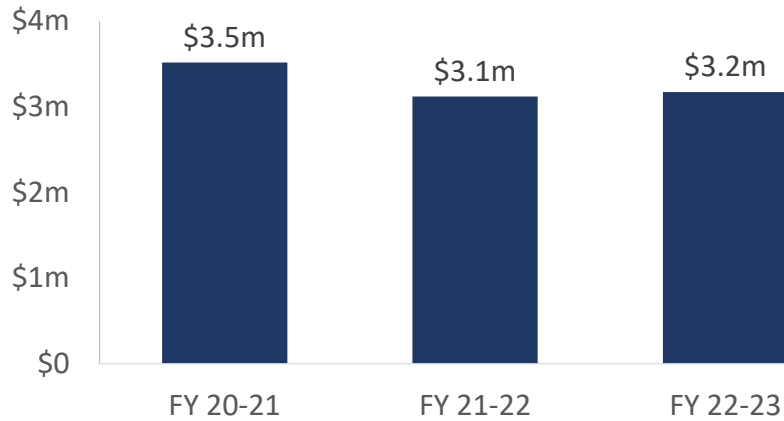
73.9% of FY budget spent



FINANCIAL REPORT

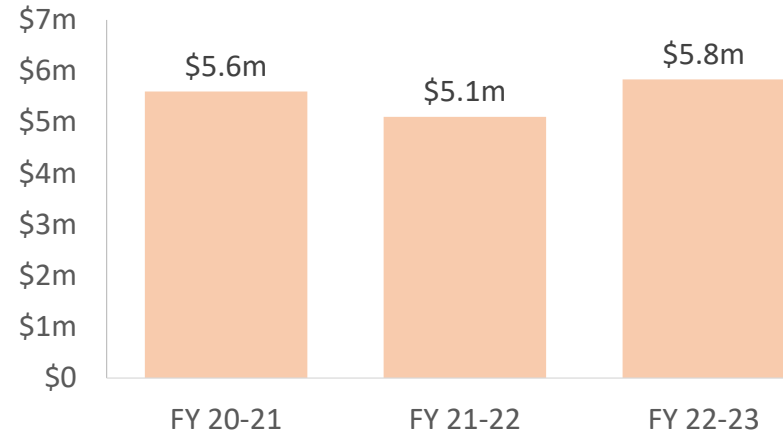
Period Ending March 31, 2023

General Fund Health Claim Expenses
Through March



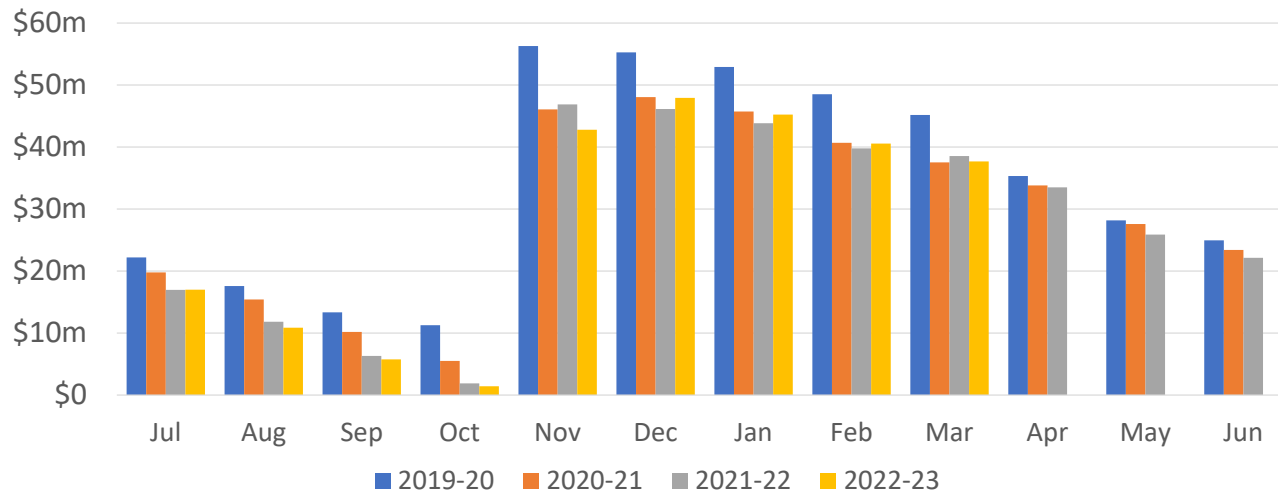
63.4% of FY budget spent

General Fund Materials and Services
Through March



78.4% of FY budget spent

Month-End Cash Balance, All Funds





10 - GENERAL FUND

Budget to Actual Report for Period Ending
March 31, 2023

Clackamas Fire District #1

	Adopted Budget	Revised Budget	Actual YTD	% of Budget
Beginning Fund Balance	\$15,135,000	\$15,135,000	\$15,599,606	103.1%
<i>Revenues</i>				
Tax Revenue	\$61,216,000	\$61,371,000	\$59,101,401	96.3%
Interest	\$310,000	\$730,000	\$355,461	48.7%
EMS Revenue	\$1,990,000	\$2,275,000	\$1,514,287	66.6%
Contract Revenue	\$3,231,475	\$3,256,475	\$2,410,246	74.0%
Conflagration Revenue	\$0	\$975,000	\$740,939	76.0%
Grants	\$75,000	\$95,000	\$0	0.0%
Other Revenue	\$1,402,380	\$1,464,880	\$1,233,754	84.2%
Transfers In	\$70,600	\$70,600	\$0	0.0%
Total Revenues	<u>\$68,295,455</u>	<u>\$70,237,955</u>	<u>\$65,356,088</u>	<u>93.0%</u>
<i>Expenditures</i>				
Fire Chief's Office	\$487,527	\$487,527	\$367,750	75.4%
Emergency Services	\$47,553,333	\$49,851,223	\$37,497,159	75.2%
Business Services	\$17,251,295	\$16,820,905	\$12,062,852	71.7%
Debt Service	\$2,811,300	\$2,811,300	\$623,529	22.2%
Transfers Out	\$192,000	\$679,600	\$0	-
Contingency	\$2,702,580	\$2,289,980	\$0	-
Total Expenditures	<u>\$70,998,035</u>	<u>\$72,940,535</u>	<u>\$50,551,290</u>	<u>69.3%</u>

Investment Report

District holdings as of 03/31/23

Investment	Maturity Date	Purchase Price	Coupon Payments	Settlement Value	Net Earnings	Interest Rate
Treasury Bill	4/27/2023	\$7,862,953	-	\$8,000,000	\$137,047	4.27%
Treasury Bill	5/25/2023	\$2,968,538	-	\$3,000,000	\$31,462	4.44%
Treasury Note	5/31/2023	\$3,919,326	\$5,000	\$4,000,000	\$85,674	4.35%
Treasury Note	6/30/2023	\$3,903,905	\$5,000	\$4,000,000	\$101,095	4.42%
		\$18,654,722	\$10,000	\$19,000,000	\$355,278	

Local Government Investment Pool (LGIP)

District Balance	\$15,621,875
Interest Rate	3.75%

Matured Investments

Investment	Maturity Date	Purchase Price	Coupon Payments	Settlement Value	Net Earnings	Interest Rate
Treasury Bill	2/28/2023	\$2,970,364	-	\$3,000,000	\$29,636	4.05%
Treasury Bill	3/30/2023	\$2,960,322	-	\$3,000,000	\$39,678	4.05%

CORRESPONDENCE


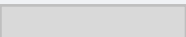
C – 1 Social Media Compilation

C – 2 Thank you letter from Gresham Fire


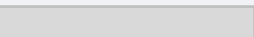

C – 3 Thank you for the Office of the State Fire Marshal

Social Media Comments



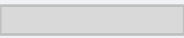


Thankful to the women of the Fire District for International Women’s Day, March 8:

 
Thank you ladies for all you do. Stay safe out there.
[Like](#) [Reply](#) [Hide](#) 3w

Thankful to HR305 crew and off-duty members for attending basketball tournament, March 9:




 
Clackamas Fire is the best. They have been so amazing with Timm and Timm really loves them. Thanks guys for all you have done for Timm (and for us). I hope you are around far into Timm’s future. ❤️
[Love](#) [Reply](#) [Hide](#) [Send Message](#) 1d  2





Thankful to the Firefighter Stairclimb teams for their fundraising efforts, March 14:

  Top fan

Thank you so much my heroes. I lost my little boy  to leukemia .
[Care](#) [Reply](#) [Hide](#) 3w 



  🙏 Great work, thank you for serving Gladstone! ❤️


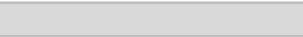
Thankful to crews who responded to a motor vehicle accident on River Rd., March 21:

 
Keep up the great work, and you all stay safe 🙌❤️🇺🇸🇺🇸🇺🇸🇺🇸🙏🙏🙏🙏🙏
[Like](#) [Reply](#) [Hide](#) 2w 


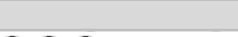
  Top fan

Quick response saves lives! Thank you for your service
[Like](#) [Reply](#) [Hide](#) 2w  3

Thankful to crews who responded to five weekend wildfires, March 21:

  Thank you for all you do ❤️

  Thank you to our brave men and women of the Clackamas Co. Fire Department
2w 1 like [Reply](#) ... ❤️

Thankful to the crews for their training in Damascus, March 27:

  What a great way to do some training. 🙌🙌🙌 ❤️
1w 1 like [Reply](#) ...



1333 NW Eastman Parkway, Gresham, Oregon 97030
Phone 503-618-2355 • Fax 503-666-8330
GreshamOregon.gov/fire

"Service...Excellence"

March 15, 2023

Clackamas Fire District #1
11300 SE Fuller Rd
Milwaukie, OR 97222

Chief Browne,

On February 3, I received the call that no Fire Chief ever wants to hear, that we had lost one of our own. The aftermath of such a call contains grief, trauma, and the daunting task of the services that need to follow. Yet moments like this are a stark reminder of why I am so grateful to be a part of the incredible family of Fire Professionals.

Over those weeks, organizations from across the State came to the aid of our Gresham Fire Department. From preparing the service, managing logistics and covering our service area, your help allowed us to properly honor Brandon Norbury. We cannot thank you enough for sending us the support of your staff and walking along side us during such a difficult time.

While we wholeheartedly hope that your organization never experiences a loss, please know that Gresham Fire Department will be there to support you when you need us.

Sincerely,

A handwritten signature in cursive script that reads "Scott Lewis".

Scott Lewis
Fire Chief



Oregon

Tina Kotek, Governor

Department of State Police
Office of State Fire Marshal
3565 Trelstad Ave SE
Salem, Oregon 97317
503-373-1540
Fax 503-373-1825

February 26, 2023

Chief Nick Browne
11300 SE Fuller ED
Milwaukie, OR 97222

Dear Chief Browne,

Thank you. These are just two words that cannot even begin to express the gratitude and appreciation for your work in helping our team plan and carry out the beautiful memorial service for Gresham Fire Firefighter Brandon Norbury. It took a team and a community to honor a hero.

There is a quote from Coretta Scott King that captured the moment: "The greatness of a community is most accurately measured by the compassionate actions of its members."

You showed up for Brandon's loved ones with dedication and help during such a difficult time for so many. Your support of our Incident Management Teams allows the fire service to lift up agencies in their time of grief. Our Gresham Fire brothers and sisters were able to take the time and space while Portland Fire staff was providing coverage during the memorial. The planning and memorial would not be possible without you, your team, or your support.

Though the tragedy was heartbreakingly painful, and Gresham will feel a sense of emptiness for some time, there was a beauty in seeing the community come together. So many faced such heartbreak. Yet, when a sense of community was needed, you stepped up. You showed an extraordinary amount of love and support for Brandon and his family. It will not be forgotten.

From all of us on the team, thank you.

Steve Bregman
Incident Commander
Incident Management Team, OSFM

INFORMATIONAL ITEMS

- I – 1 KOIN News, March 1, 2023: “Clackamas firefighters, roofing company team up to help woman with mobility issues” <https://www.koin.com/news/oregon/clackamas-fire-roofing-company-team-up-to-help-woman-with-mobility-issues/>
- I – 2 Flash Alert, March 9, 2023: “Clackamas Fire Crews Show Up In Force To Root Former Fire Victim to Gold!” (In Board Packet)
- I – 3 KXL News, March 9, 2023: “Clackamas Firefighters Prove They Have Hearts Of Gold” <https://www.kxl.com/clackamas-firefighters-prove-they-have-hearts-of-gold/>
- I – 4 KOIN News, March 16, 2023: “Estacada fire crews rescue person from 100-foot cliff” <https://www.koin.com/local/clackamas-county/estacada-crews-rescue-person-down-100-foot-cliff/>
- I – 5 KOIN News, March 19, 2023: “Happy Valley apartment fire leaves one person with burn injuries” <https://www.koin.com/local/clackamas-county/happy-valley-apartment-fire-leaves-one-person-with-burn-injuries/>
- I – 6 Clackamas Review, March 24, 2023: “March madness of a different kind: Clackamas is already tackling wildfires” https://www.clackamasreview.com/news/march-madness-of-a-different-kind-clackamas-is-already-tackling-wildfires/article_34a5e428-ca73-11ed-aaed-9f3b444e67bf.html
- I – 7 Flash Alert, April 3, 2023: “Clackamas Fire District Announces Four Upcoming Open Houses and Community Events” (In Board Packet)

CLACKAMAS FIRE CREWS SHOW UP IN FORCE TO ROOT FORMER FIRE VICTIM TO GOLD! (PHOTO)

News Release from **Clackamas Fire District**

Posted on FlashAlert: March 9th, 2023 4:57 PM

Downloadable file: [Timm and crew](#)

Downloadable file: [Timm and crew](#)

Downloadable file: [Timm and crew](#)

On Sunday, March 5th, On-duty and off duty firefighters from Clackamas Fire attended the Winter Regional Basketball tournament that was put on by the Special Olympics of Oregon. What made this particular event so special?

Back in June of 2019, Clackamas Fire crews were dispatched to a report that a house was on fire with occupants trapped inside. Firefighters arrived and found a single-story home with a large amount of black smoke and fire coming out of several windows. With reports confirming that someone was still inside, first arriving crews quickly made access to the home without the protection of a hose line, to begin looking for the trapped individual. While in rescue mode, firefighters were able to locate 19-year-old Timm, who had locked himself in the hallway bathroom when the fire started. After locating him, the firefighting team was able to make their way in low visibility and high heat conditions, to a front window where he was lifted out and handed to a team of waiting firefighters. Medical care was initiated before being transported to an area hospital.

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

This last Sunday, crews made their way to root Timm Wilson-Krueger on as he participated in and took home the Gold medal at the Basketball tournament held by Special Olympics of Oregon. Captain Justin McWilliams, who was part of the search and rescue effort said at the time, "What makes this career so rewarding, is to see the impact we truly have on our public. We have built an amazing bond with this family and it's an honor to celebrate how far Timm has come after almost losing his life."

During a short phone conversation this week, Tammi, Tim's Mom, stated "We just love you guys! We have been blessed by your willingness to stay in touch and show your support for our family."

Here at Clackamas Fire, we are humbled to serve this family and all who need us. When we say "Here For You," We mean it!

CLACKAMAS FIRE DISTRICT ANNOUNCES FOUR UPCOMING OPEN HOUSES AND COMMUNITY EVENTS

Community members are welcome to meet local firefighters and learn about the upcoming proposed emergency services levy

April 3, 2023 -- Clackamas Fire District will host four open houses and community events in April. All community members are welcome to attend, including families. Learn about the services we provide, what to expect during the upcoming wildfire season, and all about the proposed May 2023 emergency services levy. Clackamas Fire District is one of the largest and busiest emergency response agencies in the Portland Metro Area, serving more than 220,000 residents across 235 square miles.

These events are an opportunity for the community to connect directly with local firefighters and Clackamas Fire District leaders. Open houses allow us to understand the community's priorities, ask questions, and meet our neighbors. The open houses, which will be held in person, have been scheduled for:

Saturday, April 8 from 10:00 a.m. – 11:30 a.m.
Station 3
2930 SE Oak Grove Blvd.
Milwaukie, OR 97267

Saturday, April 15 from 10:00 a.m. – 11:30 a.m.
Station 6
12901 SE King Rd.
Happy Valley, OR 97086

Saturday, April 22 from 10:00 a.m. – 11:30 a.m.
Station 15
624 7th St.
Oregon City, OR 97045

Saturday, April 29 from 10:00 a.m. – 11:30 a.m.
Station 19
19750 SE Damascus Lane,
Damascus, OR 97089

For any questions, contact Public Information Officer Izak Hamilton: izak.hamilton@clackamasfire.com.

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