



Clackamas Fire District #1

Board Meeting Briefing Packet

September 18, 2023



CLACKAMAS FIRE DISTRICT

Here for you

Board of Directors Meeting

September 18, 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 REGULAR BOARD MEETING ON AUGUST 21, 2023 (packet pg. 3)**
- V. **PUBLIC COMMENT** (*The President will call for statements from citizens regarding District business, not to exceed three minutes per person.*)
- VI. **PRESIDENT MARILYN WALL REMARKS**
- VII. **ELECTION OF BOARD OFFICERS** – President Wall
- VIII. **BUSINESS** – Action required
- IX. **OTHER BUSINESS** – No action required
 - OB-1 **Review and First Reading of Board Policy Manual** – Assistant Chief Brian Stewart (packet pg. 7)
 - OB-2 **Board Committee/Liaison Reports**
Interagency Committee – Director Joseph/Director Syring
 - OB-3 **Board Informational Updates/Comments**
- X. **INFORMATIONAL ONLY**
 - A. **Division/Department Reports**
 - R-1a **Office of the Fire Chief** – Fire Chief Nick Browne (packet pg. 190)

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 – Chief Financial Officer Mark Whitaker (pg. 192)

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 – Volunteer Coordinator Ryan Kragero and
President Michael Morden

B. Correspondence (packet pg. 195)

C. Informational Items (packet pg. 198)

D. Next Meeting

The next Board of Directors' meeting will be on Monday, October 16, at 5:00 p.m.
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



CLACKAMAS FIRE DISTRICT #1

Here for you

REGULAR BOARD OF DIRECTORS MEETING MINUTES AUGUST 21, 2023

ATTENDANCE

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

Others present: Nick Browne, Shelby Hopkins, Jerry Kearney, Ryan Kragero, Michael Morden, Shawn Olson, Phil Schneider, Mark Whitaker, Doug Whiteley, and Ted Willard.

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

REGULAR SESSION

I. CALL TO ORDER PER ORS 192.610 TO 192.690

ORS 192.650 – The meeting is being recorded.

President Marilyn Wall called the meeting to order at 5:00 p.m.

II. PLEDGE OF ALLEGIANCE

III. CHANGES TO AGENDA

Fire Chief Nick Browne stated three changes to the agenda under Section IX Informational Only, Division/Department Reports:

R-1b No report in the absence of Chief Brian Stewart

R-1e No report in the absence of Chief Dan Mulick

R-1f No report in the absence of Shop Stewart Andrew Gordian

Timestamp: 17:01:25 – 17:01:59

IV. APPROVAL OF MINUTES OF THE BUDGET COMMITTEE MEETING ON MAY 25, 2023, AND THE REGULAR BOARD MEETING ON JULY 17, 2023.

President Wall stated that the minutes for the Budget Committee Meeting on May 25, 2023, and the Regular Board Meeting on July 17, 2023, stand approved as written.

Timestamp: 17:01:59 – 17:02:26

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

No public comment or statement.

VI. PRESENTATION – BOARD TRAINING – Jeff Griffin from Wilson- Heirgood Assoc.
The presentation was titled *HR – Balancing People Policy and Practice*.

Timestamp: 17:02:43 – 17:36:34

VII. BUSINESS – Action Required

B-1 Request Board Approval for purchase of (2) Quick Response Vehicles, (1) Type 6 Brush Truck, and (1) Fleet Services Pickup– Support Services Officer Bill Bischoff

A handout was provided with pricing for the vehicles. The vehicles will be purchased with levy funds at the state contract price. The handout is available upon request.

Secretary Chris Hawes made a motion, and Director Thomas Joseph seconded for the Board to approve the purchase of (2) Quick Response vehicles, (1) Type 6 Brush Truck, and (1) Fleet Services Pickup. The motion passed unanimously.

Timestamp: 17:36:34 – 17:39:49

VIII. OTHER BUSINESS – No Action Required

**OB-1 Board Committee/Liaison Reports
Civil Service Commission – Director Hawes**

Assistant Chief (AC) Steve Deters was asked to report on behalf of Director Hawes since he was absent from the July civil service meeting. AC Deters reported during July, there was a civil service process, a promotional list approval, and a payroll submittal, which is required each year by civil service.

EMS Committee – Director Cross/Director Joseph

No report.

Executive Committee – President Wall/Director Syring

No report.

Foundation Liaison – Director Cross

The Emergency Services Foundation is planning the annual auction.

Interagency Committee – Director Joseph/Director Syring

The Oversight Committee currently meets monthly. The next meeting is Thursday, August 31, 2023, at 10:00 a.m. at the Sandy Fire District annex building.

Volunteer Association Liaison – Director Syring

No report.

Timestamp: 17:39:49 – 17:46:20

OB-2 Board Informational Updates/Comments

No report.

Timestamp: 17:46:20 – 17:46:53

IX. INFORMATIONAL ONLY

A. Division/Department Reports

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

Chief Browne highlighted portions of the presentation given by Jeff Griffin from Wilson-Heirgood. He reported on major incidents in July.

Timestamp: 17:46:53 – 17:57:14

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

No report.

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

AC Deters reported on the Sandy Fire transition, community events, and the Apprentice program. The Apprentice graduation is August 31, 2023. The HR Officer selection process has been completed, and a conditional offer of employment was extended. Sandy Fire Station 71 ran 219 calls in July. R371 ran 105 calls in July.

Timestamp: 17:57:14 – 18:00:35

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

Chief Financial Officer (CFO) Mark Whitaker reported on year-end financials. The financial report is available upon request. The 2022/2023 audit process has begun.

Timestamp: 18:00:35 – 18:06:22

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

No Report from DC Mulick. Chief Brown requested a Sandy Fire update from Division Chief (DC) Phil Schneider.

DC Schneider reported on projects or programs pertaining to wildland fires and the 360-degree cameras mounted at Timberline Lodge that scan the landscape for wildfires.

Timestamp: 18:06:45 – 18:12:53

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

No Report.

R-1g Volunteer Association Report – Volunteer Coordinator Ryan Kragero and President Michael Morden

Volunteer Coordinator Ryan Kragero reported on station coverage, responses, and training of the volunteers. President Wall asked why Volunteers are not currently responding out of Station 13. Chief Browne responded that the district was preparing that station for the upcoming 24-hour staffing.

Volunteer Association President Michael Morden shared community events attended by the volunteers in July.

Timestamp: 18:12:53 – 18:22:37

B. Correspondence

None

C. Informational Items

Chief Browne reported on Crew 30's recent activities and recent wildfire deployments.

Timestamp: 18:22:46 – 18:25:36

D. Next Meeting

The next Board of Directors meeting will be on Monday, September 18, at 5:00 p.m. 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

The regular Board of Directors meeting adjourned at 6:26 p.m.

Minutes recorded by Executive Manager Shelby Hopkins and prepared by Administrative Technician Kelly Franzen.

President Marilyn Wall

Secretary Chris Hawes



CLACKAMAS FIRE DISTRICT

Here for you

Memo

To	Board of Directors
From	Assistant Chief Brian Stewart and Chief Financial Officer Mark Whitaker on behalf of Fire Chief Nick Browne
Date	September 18, 2023
Subject	Review of Board Policy Manual

Actions Requested

Staff requests the Board of Directors to review the Board Policy Manual.

Background

The Board Policy Manual consists of two sections. The first section outlines the operating procedures of the board including duties, committee assignments, and delegation of board authority. The second section consists of four finance policies: Accounting Policies and Procedures Manual, Cash Management Policy, Debt Management Policy, and Purchasing Policy.

Per Article 7.7 of the Board Policy Manual, in September of each year, the Board shall review the manual for any revisions. Per Article 3 of the manual, there is a two-step process to complete the review. The first step will be to review the policies at the September board meeting. The second step of the process will be for the Board to approve the revised policies at the board meeting on October 16, 2023.

Staff has completed an initial review of the manual, and is recommending some changes and other issues for board consideration. The board may schedule a work session prior to the October meeting if additional discussion is needed on manual revisions.

Policy Implications

Staff propose the most substantial changes to the district's Purchasing Policy. The district's current Purchasing Policy is outdated and lengthy. The policy attaches 100 pages of public contracting rules as Appendix A. These public contracting rules were modeled after the Attorney General's 2012 Model Rules and they have not been updated since. The proposed changes attempt to simplify a complex topic, recognizing that certain procurements will still require advice and assistance from Finance. Depending on the Board of Directors' interest in moving forward with the proposed changes, staff will also seek legal review of the proposed changes prior to October. The proposed changes to the Purchasing Policy would:

- Eliminate the lengthy appendix from the Purchasing Policy.
- Simplify the policy by dividing it into two shorter policies to improve ease of use by district employees: the Purchasing Policy for typical procurements and the Special Procurements Policy for sole source, exemptions, and other special procurements.

- Adopt the Attorney General’s Model Rules while still maintaining Exemptions 1 through 18 (E-1 through E-18 from the current appendix) which were adopted by the Board under Resolution #13-01. Tying the district’s procurement policy to the Model Rules will ensure that the district’s procurement guidelines are regularly updated with any modifications adopted by the Attorney General. Items not covered within the policies will be dictated by the Model Rules.
- Increase procurement cost thresholds in certain categories to match the Model Rules. For example, the district currently requires three written quotes for goods and services purchases that exceed \$5,000. The proposed Purchasing Policy would increase the threshold to \$10,000 to match the Model Rules.
- Increase authorization thresholds to reflect inflation and the growing size of the district’s budget by allowing the Fire Chief or designee to approve purchases that do not exceed \$100,000. Currently, that limit is \$50,000, requiring any purchase exceeding \$50,000 to go the Board of Directors. Existing internal controls ensure that purchases less than \$100,000 are budgeted for and follow purchasing rules.

Pursuant to Resolution #90-06 and Oregon Revised Statutes (ORS) 279A.060, the Board is the Local Public Contract Review Board for District and, as such, is authorized to act on all such matters on behalf of the district, adopt Public Contracting Rules, and establish procedures for amendment of such rules.

Other proposed changes include updating the logo and name, updating the Board calendar, and adding references to the Sandy contract for service.

A redline version and clean version of the Board Policy Manual with staff’s proposed changes is included on the following pages.



Clackamas Fire District ~~#1~~

Board of Directors’ Policy Manual

Revised October ~~2022~~2023

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Accounting Policies and Procedures Manual	
Cash Management Policy	
Debt Management Policy	
Purchasing Policy	
Special Procurements Policy	

Board of Directors' Policy Manual

Preamble

Clackamas Fire District ~~#1~~ recognizes, and is stronger for, the heritage and unique contributions of each agency that joined together to build Clackamas Fire District ~~#1~~. Focused on improving service, together these agencies have built Clackamas Fire District ~~#1~~ into a leader in service to our communities and a national leader in fire and medical services.

1976 – Clackamas Fire District #1 formed through a merger of Multnomah County Fire District #72 and Milwaukie Rural Fire Protection District #56.

1988 – Redland Fire District #54 and Happy Valley Fire District #65 merged into Clackamas Fire District #71.

1990 – Clackamas Fire District #1 merged into Clackamas Fire District #71. Rather than using the receiving district's name, the District opted to use Clackamas Fire District #1.

~~From 1991 through 2022 Since the formation of the new Clackamas Fire District #1 in 1990,~~ the following agencies ~~have~~ joined the District:

- 1994 – Beaver Creek Fire District #55 (merger)
- 1998 – Oak Lodge Fire District #51 (merger)
- 2003 – Clarkes Rural Fire Protection District #68 (annexation)
- 2005 – City of Milwaukie (annexation)
- 2008 – City of Oregon City (annexation)
- 2017 – Boring Fire District #59 (annexation)
- 2021 – Estacada Fire District #69 (contract for service, ended June 2022)
- 2022 – City of Gladstone (contract for service)
- 2023 – Sandy Fire District #72 (contract for service)

2023 – Sandy Fire District #72 joins the District through a contract for service.

Clackamas Fire District ~~#1~~ proudly provides fire protection, risk reduction, rescue operations, and emergency medical services. Clackamas Fire District ~~#1~~ serves four cities including the City of Happy Valley, Johnson City, Milwaukie, and Oregon City, as well as the unincorporated areas of Barton, Beaver Creek, Boring, Carus, Carver, Central Point, Clackamas, Clarkes, Damascus, Eagle Creek, Holcomb, Oak Lodge, Redland, South End, Sunnyside and Westwood. Clackamas also provides all fire and life safety services to the City of Gladstone ~~and Sandy Fire District #72 and certain services (e.g., Command and Control, Fleet Maintenance) to a number of local agencies.~~

Clackamas Fire District ~~#1~~ has ~~22-24~~ community fire stations strategically located throughout the

Logo of Clackamas Fire District ~~#1~~ for electronic medium, decals, letters, etc.



District with a workforce of ~~more than 300~~nearly 400 employees ~~and approximately 35-50~~ community volunteers. It is one of the largest fire protection districts in Oregon serving ~~over 220~~240,000 community members in an area protecting over ~~228~~300 square miles.



Collaboration

Section 1
Clackamas Fire District #1
Policy Statements

Collaboration

16/23 10/~~17~~/22

SECTION 1
CLACKAMAS FIRE DISTRICT #1
BOARD OF DIRECTORS' POLICIES

ARTICLE 1: BOARD AS POLICYMAKERS; RESERVATION OF ADMINISTRATIVE AUTHORITY TO THE FIRE CHIEF

The policy of the Board of Directors (the Board) of Clackamas Fire District #1 (the District) recognizes that one of its major functions is to serve as the policy-making body of the District, and to shape the future of the District. At the same time, the Board reserves to the Fire Chief and the Chief's designated staff the sole and exclusive responsibility and authority to manage and supervise the day-to-day administration of the District, including all personnel matters, in a manner consistent with the policies of the Board. The Board shall not interfere with the Chief's authority in such matters.

The Board will support and promote the District's ~~purpose~~ core values of TEAMS:
Trust, Empowerment, Accountability, Mindset, Service
~~To save lives and mitigate emergencies while bringing calm to chaos.~~
~~To bring value to the communities we serve and to make people's lives better.~~

It is therefore the intent of the Board to set forth a series of policies and Board rules to govern the conduct and deliberations of the business conducted by the Board and to serve as a guide for the professional staff in carrying out the daily functions of the District.

ARTICLE 2: BOARD POLICIES

It is the intent of the Board to be governed by a set of policies. The policies and rules shall be adopted by the Board and made available as public documents.

The policies shall be drafted, adopted and amended with full consideration for the Board's desire to provide fire and life safety protection of the best obtainable quality for the residents of the District within the limitations of the District's ability to support it.

The Board of Directors, as the governing body representing the people of the District, determines all questions of policy to be employed in the operation of the District. Generally speaking, this means that the Board is responsible for duties such as setting District-wide goals, long-term planning, and adopting budgetary priorities. The term "policymaking" refers to the Board's decisions and deliberations intended to improve the quality of life for District residents and to ensure the provision of high-quality fire and life safety services—and not to any authority over daily administrative matters. These types of broad-based policy-making decisions and deliberations are usually memorialized in the form of Board resolutions, formal policy documents, directions to staff, budget documents, or ordinances.

In the event that a Board policy is found to be in express conflict with state or federal law or the rules of a higher authority, that portion of such policy may be nullified without affecting the validity of the remainder of the policy. In such a case, staff shall delete or amend the offending policy and will report such actions to the Board.

If disagreement over the application, extent, or interpretation of a policy arises, the resolution of the conflict will be based on the majority opinion of the Board. If such an interpretation is deemed to have future significance, an amendment to the applicable policy shall clearly specify the intent of the Board in interpreting the policy.

Board policies may also be based on pertinent statutes. In this context, they are designed to explain, detail, or otherwise organize the application of a policy consistent with the statutes.

Proposals regarding Board policy changes, deletions, additions, or repeal may originate from any interested person; however, such policy adoption or amendment remains the sole authority of the Board.

ARTICLE 3: POLICY ADOPTION, CHANGES, DELETIONS, ADDITIONS, REPEAL AND REVIEW

In its deliberations leading to the establishment or amendment of Board policy, the Board's central concern will be for increased efficiency and effectiveness in carrying out its legally mandated tasks and general policies in the interest of the public good.

The Board recognizes that all Board policies shall remain flexible and be subject to review and change. Such review shall take place at least annually at a regularly scheduled Board meeting on a date or dates selected by the Board and shall appear as an agenda item.

To provide consistency, stability, and integrity to Board policies, changes in policies, except in the case of emergency, shall be executed in a precise manner without undue haste.

Adoption, changes, additions to, and deletions from or repeal of the established policies shall be accomplished by a majority vote of the Board. A two-step action, with steps separated by no less than 28 days, is required. Introduction, discussion, and deliberation shall constitute the first step. A ratification vote shall be required at a second meeting. If an emergency is deemed to exist, and said emergency is recorded in the official minutes and agreed to by a majority of the Board members, a policy can be changed, suspended, added to, or deleted from in the course of a single meeting.

An emergency shall be defined as an unforeseen circumstance requiring immediate action so as to prevent diminishment of the welfare of the District.

The assembled policies of the Board, known collectively as the BOARD of DIRECTORS' POLICY MANUAL, shall be the reference instrument for setting the District's long-term policy-making goals and standards, as well as conducting the business of the Board.

ARTICLE 4: BOARD OPERATIONS AND SELF-GOVERNANCE STANDARDS

The District is defined in accordance with the provisions of Oregon Revised Statutes. The District includes territories lying in Clackamas and Multnomah Counties (see Appendix A – District Map). The Board, by policy, shall carry out its responsibilities, in keeping with state and federal constitutions, statutes, rules, interpretations of the courts, and all the powers and responsibilities they provide.

4.1

Policies are adopted by the Board to govern and guide the operations and the affairs of the District. The policies are designed to help the Board carry out, effectively and efficiently, the responsibilities and duties delegated to it by law and the will of the people.

4.2

The Board reserves to itself all authority and responsibility delegated to it, unless otherwise assigned to the Fire Chief or others by the Board or by applicable statutes, ordinances, or regulations.

4.3

Policy designating the Board as the Contract Review Board. It shall be the policy of the Board, upon adoption of the appropriate resolution, to serve as the Fire District Local Contract Review Board pursuant to ORS 279A.060 ~~(see Appendix B – Resolution 90-06).~~ The Board adopted Resolution 90-06 (see Appendix B) on December 10, 1990 and serves as the Fire District Local Contract Review Board.

4.4

Collective Bargaining Agreement. It is the policy of the Board to delegate to the Chief (or their designee) the authority to engage in discussions for the purpose of reaching agreements with recognized employee groups, as required in the Oregon Collective Bargaining Law, ORS 243.650 through 243.782. The Board reserves to itself or its designee (Fire chief and their designees) the responsibility of negotiating with employee groups.

ARTICLE 5: MEMBERSHIP OF THE BOARD

The Board shall consist of five members (each a Board member or Director) serving four-year, staggered terms. A resident elector or property owner of the District, who is neither an employee or volunteer firefighter, shall be eligible to serve as a Board member in accordance with ORS 478.050 and District Ordinance C90-03 (see Appendix C – Ordinance C90-03).

5.1

Each Board member shall be identified by a position number. All members of the Board shall serve at large, representing the District as a whole.

5.2

Board position numbers are assigned as follows and will be transferred to the successors of the named Board member at the termination of their service in the position.

<u>Position</u>	<u>Board Member</u>	<u>Term Expires</u>
1	Thomas Joseph	6/30/ 23 27
2	Chris Hawes	6/30/25
3	Marilyn Wall	6/30/ 23 27
4	Jay Cross	6/30/25
5	Jim Syring	6/30/ 23 27

5.3

The election of the Board members shall be conducted as provided by ORS Chapter 255.

5.4

Board Member Certification. No person elected or appointed to the Board shall be sworn in unless they are determined by the Board to meet the qualifications as set forth in ORS 478.050 and any other Board qualifications. If a question exists as to the eligibility of any candidate, the Board will resolve the issue prior to swearing-in.

5.5

New Board members shall take an oath of office at the June meeting prior to assuming the duties of the position. Unless filling a vacancy on the Board, terms of office shall start officially on July 1st (ORS 255.335).

5.6

District Board Policy dictates that the Board President (President) and the Fire Chief be responsible for the appropriate orientation of new Board members.

The Fire Chief shall schedule a work session with new Board members to acquaint them with the facilities, equipment, and personnel and to provide copies and an overview of:

- Fire Board Policies
- Board Member Guide (OFDDA)
- Standard Operating Procedures and Statements of Policy
- District territory and boundaries
- District and Civil Service Rules and Regulations
- Labor and other major contracts

5.7

Directors' Compensation and Reimbursement. In accordance with the limitations set forth in ORS 198.190 and Resolution C90-18 (see Appendix D – Resolution C90-18), the Board shall reimburse Board members at the rate of \$50.00 per day for all regularly scheduled Board Meetings, Special Meetings, regional, state and national committees as a result of being on the Board; sanctioned Board Committee Meetings and conferences when approved by the Board and when in response to subpoenas or legal actions.

The Board shall reimburse Board members for reasonable expenses actually incurred while on District business, in accordance with ORS 198.190 and the District's own Standard Operating Procedure – Travel Authorization and Expense Reimbursement. These reimbursements shall be for reasonable, allowed expenses incurred while attending Board Meetings, Special Meetings, and sanctioned Board committee meetings and conferences. Such reimbursement shall extend only to the bona fide expenses of Board members and shall not include recompense for a spouse's or companion's costs. Each Board member shall present a statement and applicable receipts, supported by appropriate documentation. Examples of reimbursable expenses include:

- Travel costs to attend sanctioned Board committees
- Travel to meetings and community events (e.g., Chamber luncheons)
- Parking for District-approved events
- Meals or per diem during the course of an approved meeting or conference

Expenses falling outside of the above categories would need to be approved by the Board at the next regularly scheduled Board meeting.

Expenses incurred for lodging shall be covered at the actual cost of lodging for single occupancy only. Reimbursement for dual occupancy is acceptable when Board members share a room.

Travel shall be reimbursed at an amount equal to the rate per mile established by the Internal Revenue Service when private autos are used, or the actual cost where commercial transportation is provided.

Meals shall be reimbursed at the actual cost so long as these are in compliance with the District's Standard Operating Procedure – Travel Authorization and Expense Reimbursement. It shall be the responsibility of each Board member to prepare and present an account of expenses verified by receipts prior to reimbursement. It shall be the policy of the Board to keep all such financial transactions strictly public in an effort to preserve the public trust.

5.8

Vacancies on the Board. It shall be the policy of the Board to declare a position on the Board vacant if: the incumbent dies, resigns, or is removed from office or no longer meets the qualification requirements of ORS 478.050.

In the event any of the above occurs, the Board will, at its next regularly scheduled meeting, deliberate the circumstances, may declare the position to be vacant by a majority vote of the Board, and then notify the Clackamas County Clerk of its decision.

5.9

Filling vacancies in the office of Director shall be in accordance with ORS 198 and ORS 255 as currently drafted or as amended from time to time.

5.10

When a District election is to be held for the purpose of electing members to the Board, the election officer shall cause to be published in accordance with ORS 255.075 the following information:

- Date of the election;
- Board positions to be voted upon;
- Latest date candidates may file for office.

The Clackamas County Clerk, serving as elections officer, has total responsibility for the conduct and administration of District elections.

ARTICLE 6: OFFICERS OF THE BOARD

It shall be a policy of the Board to elect officers of the Board during the month of September.

6.1

Under ORS 478.250, the Board shall seat a President, a Vice President, and a Secretary/Treasurer at its September meeting or at such times as the existing officer may resign from their office or vacate membership on the Board. All officers shall be elected annually, with no officer serving more than two consecutive terms in any one office. Officers elected to fill an unexpired term shall serve until the end of their predecessor's term.

6.2

The President of the Board shall preside at all meetings of the Board and shall have the right to offer motions and amendments and to vote on motions put before the Board for action. The President shall sign on behalf of the Board such documents as may require an official signature.

6.3

The Vice-President shall perform all the duties of the President when acting in that capacity.

6.4

The Secretary/Treasurer of the Board or the Secretary/Treasurer's designee shall be responsible for keeping in the Board minutes an accurate record of all Board business as prescribed in ORS 192.620 and 192.650 regarding the Oregon Public Meeting Law.

6.5

The Secretary/Treasurer shall countersign such official documents requiring two Board members' signatures.

ARTICLE 7: POWERS AND DUTIES OF THE BOARD

It is the policy of the Board to exercise those powers granted to it by ORS 478 and to carry out those duties assigned to it as may best meet the fire and life-safety needs of the District.

7.1

Important activities of the Board are the formulation of policies regarding District programs and services. In carrying out its legislative and policy-making responsibility, the Board shall delegate the administrative and executive functions to the Fire Chief.

7.2

The basic manner in which members fulfill their office must be at a regular, special, committee, or workshop meeting, and may be a matter of public record. The method of participation is discussion, deliberation, debate and voting. All members including the President are expected to participate fully in deliberation and voting. Although it is the duty of every member who has an opinion on a question to express it by a vote, they can abstain, since they cannot be compelled to vote. In addition, recusals or abstentions from Board votes shall be allowed when a Board member missed a meeting and those meeting minutes are being approved, when a potential conflict is where a Board member's vote could affect the financial interests if said member or the member of their family, or with an actual conflict of interest when a Board member's vote would definitely have a financial effect on the financial interest of said member or the member of their family. Board members are encouraged to meet and discuss District business or Board relations with less than a quorum of the Board; but they shall not pre-arrange or promise votes or otherwise violate Oregon's public meetings law.

7.3

Board members, individually and collectively, act as representatives of the citizens of the District in maintaining and promoting fire and life-safety needs of the District.

7.4

Board members' decisions and actions shall best serve the needs of District citizens in light of available resources and information available to the Board at the time such decisions or actions are made.

7.5

The Board encourages members to participate in organizations such as the Oregon Fire District Directors Association, and others with similar benefit to the District. Membership fees shall be borne by the District and reasonable expenses incurred in attending meetings, seminars, and training sessions shall be borne by the District.

7.6

The Board members shall observe the Fire District's Conflict of Interest and Ethical Code Standard Operating Procedure, designed to guide their actions in carrying out their responsibilities. A Board member should strive to respect the authority of the majority and understand their role as a board member.

7.7

The Board makes yearly appointments, approvals, and reviews. The following guide shall be used to help maintain an efficient flow of District programs and services.

January

- Board approval of audit agreement
- Board approval of Clackamas Emergency Services Foundation budget

February

- Election information – submit information for re-election to Board of Directors to the Clackamas County Election Division for May election (odd-numbered years).

March

- Board approval of three-year term renewals to the Clackamas Emergency Services Foundation Board

April

- Board approval of term renewal for Budget Committee Members
- ~~Adoption of proclamation for EMS Week in May~~

May

June

- Swearing-in of elected/re-elected Board members (odd-numbered years)
- Board approval of the resolution to adopt the budget, make appropriations, and levy taxes for the next fiscal year

July

- Presentation of the Strategic Plan

August

- ~~Adoption of proclamation for National Preparedness Month in September~~

September

- Annual election of Board officers – President, Vice-President, Secretary/Treasurer
- Board of Directors' Policy Manual Review – First reading
- ~~Adoption of proclamation for Fire Prevention Month in October~~

October

- Board committee/liaison assignments determined
- Board of Directors' Policy Manual Review - Adoption

November

- Presentation of Annual Audit
- ~~Board approval of Budget Officer for the next fiscal year~~

December

- Board approval for District's Insurance Carrier for next calendar year

7.8

Board, or a subcommittee thereof, shall semi-annually review the Strategic Plan.

7.9

The Board recognizes that it serves all people of the District and that each citizen of the District has individual political views. District staff, money, or resources may not be used to promote or oppose any political measure, initiative or referenda, PAC, or candidate. However, this section does not restrict the right of the Board or individual Board members to support or oppose such measures, initiatives or referenda, PACs, or candidates or express their own personal political views as long as they are not using government resources, facilities, staff, or time to do so. This section also does not prevent the Board from supporting or opposing legislative measures or providing neutral information on any measure, initiative, candidate, initiative, and referendum or recall petition.

7.10

The Board shall actively strive to involve the public in the decision-making process through periodic contact with community and civic groups.

7.11

The Board President and Secretary will be designated as signers on all District bank accounts.

ARTICLE 8: BOARD COMMITTEES/LIAISONS

It is the policy of the Board to establish committees/liaisons when it is found to be in the best interest of the District to do so. Generally speaking, such committees gather information, report to the Board, or advise the Fire Chief and their designated staff.

8.1

It is the policy of the Board to maintain the following standing committees/liaisons:

- Capital Projects Committee
- Civil Service Commission Liaison
- Emergency Medical Services (EMS) Committee
- Executive Committee
- Foundation Liaison
- Interagency Committee

- Legislative Committee
- Volunteer Association Liaison

and other special committees/liaisons as deemed necessary. The Board President or designee shall outline the duties and responsibilities at the time of appointment. A Board member(s) shall serve on all standing or special committees of the Board. Special committees shall be considered dissolved upon submission of a final report unless their standing is continued by a vote of the majority of Board members.

8.2

The Budget Committee, as a legally mandated committee, shall be considered a standing committee whose duties continue year to year.

8.3

Committees may provide information and serve in an advisory role to the Fire Chief or their designee concerning District matters assigned to them. The Board is responsible for setting priorities and making policy.

8.4

It shall be the responsibility of the Fire Chief to advise the various committees as to the requirements of the Oregon Public Meetings Law (ORS 192.610 through 192.690) and the Oregon Public Records Law (ORS 192.410 through 192.505).

The Fire Chief shall be responsible for compliance with the Public Meetings Laws (ORS 192.640).

ARTICLE 9: METHODS OF OPERATION OF BOARD MEETINGS

It is the policy of the Board that all meetings be conducted in accordance with Oregon and federal statutes and rules, the decisions of the courts, and with proper regard to "due process" procedures. In so doing, the Board will seek information from staff and other sources as appropriate before decisions are made on policy and procedural matters.

9.1

All meetings of the Board are open to the public, except as provided for in authorized Executive Sessions. Notice of all meetings and a copy of the proposed agenda shall be sent to all persons making request in writing and will be made available to the news media prior to the date of the meeting (ORS 192.610 - 192.690). A fee may be charged for copies of public records in accordance with rules established by the Board.

9.2

All meetings are to have at least a 24-hour advance notice except in the case of an emergency (ORS 192.640). Board meeting notices are to be distributed to all District members, posted to the

District's website, and the news media notified.

9.3

Regular meetings of the Board shall be held on the third Monday of each month at 5:00 pm and on the subsequent Monday if there is a conflict with a holiday, or at an alternate date and time as may be determined by the Board from time to time. The regular meeting of the Board in January and February of each year will be held on the fourth Monday of the month.

Meetings may be held as permitted by applicable law via teleconference, videoconference and/or, in person, at the Mt. Scott Fire Station located at 9339 SE Causey Avenue, Happy Valley. Meetings must meet Oregon Public Meetings Laws. All meetings will allow members of the general public, to the extent reasonably possible, to attend and participate, as would an in-person attendee, by telephone, video, or other electronic or virtual means.

9.4

Special or emergency meetings of the Board may be called by the Board President or by petition from a majority of the Board members or by request of the Fire Chief. All such meetings must comply with Oregon Public Meetings law.

9.5

It is the intent of the Board to encourage attendance and participation at Board meetings by all interested persons and residents of the District.

9.6

In order to accomplish the tasks of the Board in an orderly and expeditious manner, the Board will attempt to limit repetitious testimony and discussion whenever possible so as not to inconvenience those persons bringing business before the Board. The Board may limit public comment to three minutes per speaker; although it may make exceptions to this rule from time to time. During public comment, the Board's job will be to listen and take notes. Board members may not be prepared at that time to answer inquiries or provide information; but may ask the President to place a discussion item on a future agenda or the Fire Chief or staff to follow up on certain discussion items.

9.7

The President may regulate the order and length of appearances and limit appearances to presentations of relevant points. The President may also permit audience comments relative to a specific motion prior to the final vote of the Board. The degree of audience comment will depend upon time available and the significance of the matter under discussion.

9.8

The Board shall provide in the agenda of its regular meeting a specific time to hear the public comments, concerns, and suggestions from its citizens or from visitors with interests in the District.

9.9

It shall be the policy of the Board to recognize itself as a policy-making body that deliberates at regularly scheduled meetings and each Board member shall make a diligent effort to be present and participate fully.

9.10

Robert's Rules of Order (revised) shall be adopted as the official procedures for conducting Board and committee meetings except where they are in conflict with any other procedures adopted by the Board.

9.11

The Fire Chief, in cooperation with the President, shall prepare an agenda for each meeting and have it available with supporting information, to each Board member at least 48 hours (except weekends) prior to each regular meeting.

9.12

A majority of the members of the Board shall constitute a quorum. The affirmative vote of at least three members present at any meeting having a quorum shall be considered sufficient for action, unless the law or these policies expressly requires a different number of affirmative votes for certain matters. If only three members are present, constituting a quorum, a unanimous vote is required to approve a motion.

9.13

Board minutes shall reflect roll call votes at all times unless the vote is unanimous. Any Board member may request that a vote be changed if such request is made prior to consideration of the next order of business.

9.14

Any Board member may append onto the record, at the time of voting, a statement indicating the reason behind the vote, or the reason for abstaining. A Board member shall declare the nature of an asserted conflict of interest on the record where such a conflict exists. (ORS Chapter 244)

9.15

Board Executive Sessions may be attended by representatives of the news media per ORS 192.660 except for those sessions dealing with labor negotiations and litigation against the news medium. The Board may also invite necessary staff or personnel into an Executive Session as needed.

9.16

The Board recognizes the following as news media organizations eligible to attend Executive

Sessions because they have an established history of meeting the requirements of this policy.

- The Oregonian
- The Clackamas Review/Oregon City News or affiliated newspapers
- Daily Journal of Commerce, Portland
- Willamette Week
- KGW, KATU, KOIN, KOPB and KPTV

9.17

Representatives of the above-named organizations shall be permitted to attend Executive Sessions upon a showing of their credentials. Other news media may attend an Executive Session if recognized through the procedure set forth in Section 9.19. Representatives of the organization shall provide evidence of their credentials prior to such session.

9.18

Representatives of news organizations not listed in Section 9.16 of this policy may apply for permission to attend Executive Sessions on behalf of a news organization by filing a request for recognition with the Fire Chief following notice of the meeting and prior to an Executive Session the organization wishes its representative to attend. The review of the request shall be based upon a determination of the eligibility of the organization under this policy and evidence of the authority of a representative to appear on behalf of that organization. Once approved, the organization shall not be required to re-apply for recognition at future sessions unless the recognition is revoked or there is substantial reason to conclude that the organization is no longer eligible.

9.19

Standards for recognition for determining whether a news organization will be permitted to have its representative attend Executive Sessions will include the following criteria:

- If the organization is a print medium, the organization shall provide evidence of general or associate membership in the Oregon Newspaper Publishers Association.
- If the organization is a television or radio broadcaster, the organization shall provide evidence of membership in the Oregon Association of Broadcasters. Evidence of membership in the Associated Press shall also be sufficient.
- Alternatively, the organization may provide satisfactory evidence that it is organized and operated to regularly and continuously publish, broadcast or otherwise disseminate news to the public.
- The organization is determined to be a business entity that is institutionalized, is regularly represented by multiple personnel with defined roles within the organization.
- The organization that is institutionalized is regularly represented by multiple personnel with defined roles within the organization.
- The organization is committed and structured to support the terms of ORS 192.660(4) with respect to nondisclosure of information or discussion designated as confidential.
- The fact that an individual or group of individuals maintains a website or “blog” or

corresponds with others on a matter does not in and of itself constitute being a news media organization under this policy. The District may make an independent decision, applying applicable law, regarding whether such individuals constitute “media,” taking into account whether the individual or organization regularly reports on District matters or on the issues being discussed, among other aspects.

9.20

A news media organization or representative denied recognition by the Fire Chief under this policy may appeal that decision by giving notice of appeal to the Fire Chief. The Board shall consider the appeal in open session prior to the scheduled Executive Session and may affirm, reverse or modify the Fire Chief’s determination.

9.21

Cameras or other recording devices may not be used in Executive Sessions, except for the official Executive Session recordings or notes made by District staff.

9.22

A representative of a news media organization that has a direct personal, business, or adverse legal interest in the subject of the Executive Session that would frustrate the purpose of the Executive Session may be barred from attending, subject to applicable law.

9.23

By attending the Executive Session, the news media organization and its representative agree not to print or publicly disclose the discussion at the session (per ORS 192.660(4)) until the Board of Directors has taken official action regarding the subject matter of the discussion.

9.24

The Board may revoke the recognition of a news media organization or a representative if, after notice to the organization or representative, the Board finds that the facts upon which original recognition was granted are no longer true, or upon a finding that the organization or its representative has willfully disclosed information or discussion at an Executive Session designated as confidential.

ARTICLE 10: MEETING MINUTES, PUBLIC RECORDS

10.1

The minutes of the meetings of the Board shall be maintained in the Administration Office of the District and shall provide for information as required by law (ORS 192) and Board policies.

10.2

The Board Secretary or staff designee shall record all proceedings of the Board ~~meetings and file these in chronological order in a book provided for that purpose~~ prepare draft minutes for board adoption as the record of Board meeting. .

10.3

The official minutes of Board meetings, including supporting documents, shall be open to inspection by the public at the office of the Fire Chief during regular business hours and made available in contemporary electronic means. Minutes of executive meetings are not subject to this provision in accordance with ORS 192.

10.4

The District recognizes the right of any member of the public to inspect or receive copies of nonexempt public records in accordance with guidelines established by the Attorney General of the State of Oregon and District public records disclosure policies. When access to District records is granted for inspection, examination will be made in the presence of the record custodian regularly responsible for maintenance of the files or by a staff member designated by the Fire Chief. Some records are archived off-site. These may be requested and will be available at the Administration Office as soon as practicable and without reasonable delay. The request must be made in writing. Individuals will be able to submit requests electronically or by hard copy. -and submitted in person, by mail, by fax or by e-mail (ORS 192.420). Pursuant to Oregon's public records law and the District's fee schedule, the District may charge the requestor a reasonable cost-based fee for disclosure of the records.

10.5

In accordance with the Oregon Public Records Law, certain records, such as executive meeting minutes, certain personnel records, and other confidential or exempt records are not included in the category of records to which the right of access is to be granted by the Fire District.

ARTICLE 11: DELEGATION OF BOARD AUTHORITY

11.1

The Board has primary responsibility for the approval of District plans and procedures and for the appraisal of the ways in which these decisions are implemented and results obtained. The Board recognizes its authority to delegate specific responsibilities to the Fire Chief for the implementation of the programs and services of the District.

11.2

The Board will approve a position description for the Fire Chief. The Board will negotiate and enter into a contract with the Fire Chief which specifies the terms and conditions of employment.

11.3

At such time that a vacancy occurs or is imminent in the Fire Chief's position, the Board President shall appoint a committee to begin the recruitment and selection process.

11.4

The Fire Chief shall serve as Executive Officer of the District and shall have the responsibility for:

- preparing the agenda in accordance with Section 9.11 for each meeting, attending all Board meetings, unless excused, and participating in deliberations of the Board as required;
- bringing to the attention of the Board matters requiring its consideration;
- reporting periodically to the Board on the progress of programs in the District;
- reporting to the Board any appointments, demotions, transfers, and dismissals in accordance with the policies and procedures of the Civil Service Commission as applicable;
- all personnel and administrative actions and decisions; **and**
- other duties as more specifically provided in the employment contract and/or job description.

11.5

The Board delegates to the Fire Chief the function of specifying the required actions and designing the detailed arrangements under which the District will be operated. Such Standard Operating Procedures will detail the operations of the District.

11.6

The Board permits the Fire Chief to delegate to the Assistant Chiefs and the Chief Financial Officer the Fire Chief's responsibilities and functions under this article (Article 11 – Delegation of Board Authority), other sections of the Board of Directors' Policy Manual, and the Fire Chief's job description and those responsibilities and functions as may be assigned to the Fire Chief by Board action.

11.7

In the case of the Fire Chief's incapacitation, responsibilities and functions delegated to the Fire Chief shall be transferred to the Assistant Chiefs and the Chief Financial Officer until such time as the Board selects a new fire chief (e.g., temporary, interim, acting, permanent).

ARTICLE 12: FIRE DISTRICT LEGAL COUNSEL

12.1

It shall be the responsibility of the Board to select legal counsel to represent the legal needs of the District. The Board shall have the responsibility to seek the advice of legal counsel whenever it is unclear regarding legal questions or whenever an action being considered by the Board may result in placing the District in legal jeopardy. When legal counsel is needed, the Fire Chief

will make the contact regarding the issue in question unless the matter is in regard to the Fire Chief. If this is the case, the Board President or designee will initiate contact with legal counsel. Notwithstanding the above generally applicable rule, a Board Member may make direct, confidential contact with legal counsel if state or federal law requires that Board member to keep the information conveyed to counsel confidential. If possible, legal counsel will notify the Fire Chief or the Board President of such contact without divulging any confidential information.

ARTICLE 13: FIRE DISTRICT POLICY ON TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS.

13.1

The Board establishes the following general policy relating to urban renewal districts and tax increment financing. The proposed creation of each urban renewal district, or proposed amendments to existing urban renewal plans that increase the maximum indebtedness shall be individually reviewed and scrutinized by staff for economic and operational impact. Results of these findings will be reported to the Board.

13.2

ORS Chapter 457 requires that urban renewal agencies "shall consult and confer" with each affected taxing district prior to presenting an urban renewal plan for approval but does not require consultation with such districts during a plan's development. Therefore, the District shall monitor municipalities within its jurisdiction for activity relating to both urban renewal districts and plan amendments and will notify such municipalities of the District's desire for early consultation and involvement.

13.3

ORS Chapter 457 provides the governing body of each taxing district with 45 days following receipt of the urban renewal plan and report to submit written recommendations to the urban renewal agency, which the municipality's governing body may accept, reject, or modify. Accordingly, it shall be the policy of this Board to specify to the governing body of the municipality approving the plan, in writing, any of its recommendations that are not included in the proposed plan.

13.4

Staff shall evaluate each proposed urban renewal plan and plan amendment that increases maximum indebtedness, for its short-term and long-term economic costs and benefits, and for its operational impact on the District. Such evaluation shall compare the costs and benefits with and without the urban renewal plan or amendment, as appropriate. Upon completion of this evaluation, staff will present a report to the Board.

13.5

In supporting our municipal partners' efforts to create jobs and promote economic development, the Board believes that properly constructed urban renewal plans that attract private investment, alleviate blighted areas and increase assessed value can ultimately benefit all public service

providers. The staff and Board will continue to dialogue with the sponsoring agency prior to deciding whether to support, oppose, recommend changes, or remain neutral regarding the proposed urban renewal plan.

13.6

Believing that upon reaching a plan's maximum indebtedness urban renewal plans should be retired, the Board will generally oppose plan amendments that seek to increase maximum indebtedness.

13.7

Upon review of staff evaluation and report on a proposed urban renewal plan or plan amendment the Board may:

- Support the proposed urban renewal plan or plan amendment when the use of tax increment finance (TIF) is limited, generally, to the types of projects which have been shown to be effective in encouraging private investment, thereby increasing assessed value.
- Support the proposed urban renewal plan or plan amendment when the urban renewal plan does not rely exclusively on TIF but, rather, includes other funding sources such as general fund revenues, general obligation bonds or grants.
- Oppose approval of the proposed urban renewal plan or plan amendment when TIF is used to fund public amenities that are not shown to be effective in encouraging private investment.
- Oppose approval of the urban renewal plan or plan amendment when the use of TIF is proposed to fund improvements which are either outside of the urban renewal area or, to the extent that such improvements serve identified needs which are outside of the urban renewal area, is disproportionate to the relationship (assessed value or territory) of the urban renewal area to the balance of the jurisdiction.
- Oppose approval of the urban renewal plan or plan amendment when existing or anticipated District resources are insufficient to meet the anticipated demand caused by proposed plan-supported development.
- Recommend or request changes that improve the urban renewal plan or plan amendment; and support, oppose or remain neutral pending the city or county addressing those changes.

ARTICLE 14: DISTRICT POLICY ON ENTERPRISE ZONES

TAX ABATEMENT 14.1

The Clackamas Fire District ~~#1~~ Board of Directors recognizes that ORS 285C.050 to 285C.250 authorize cities, counties and port authorities to establish Enterprise Zones (EZones). The stated purpose of an EZone is to stimulate and protect economic success by providing tax incentives for employment, business, industry and commerce and by providing adequate levels of complementary assistance to community strategies for such interrelated goals as environmental protection, growth management, and efficient infrastructure. The assumptions are that the program will encourage employers within the EZone to make investments in taxable property that would not otherwise be made, that the new property will result in the creation of new local jobs that would not otherwise be available, and that the investment property will remain as a valuable

addition to the tax base after the tax exemption expires.

14.2

The process for creating an EZone requires that the sponsoring city, county or port authority submit the proposal to the Oregon Economic and Community Development Department for review and approval. ORS 285C.067 further requires that the sponsor consult with all taxing districts within the proposed EZone before submitting the application.

14.3

The Board adopts this policy on behalf of the District with respect to any property that is subject to the taxing authority of the District or to a contract for the services of the District. This policy shall provide guidance to local governments sponsoring EZones as to the position of the District on those EZones, and to the Fire Chief or their designee in responding to opportunities for meetings or consultation with those sponsoring agencies.

14.4

The Board appreciates the importance of providing incentives for investments and job creation that an EZone may provide, so long as the deferment of taxes payable to the District does not impose a financial burden on District resources and require that the District provide fire and life safety services to the beneficiary without resources to do so. Ad valorem property taxes are virtually the only source of funds by which the District provides firefighting and emergency medical aid to the Clackamas County community. Providing for new taxable property and exempting it from the tax rolls means that the District must protect the property and the employees without the funds to do so. It is the Board's strong view that, if sponsoring agencies fail to consider carefully the impact of tax exemption on the District's ability to provide fire and life safety services, or if they waive or fail to implement the conditions provided by state law with respect to EZones, the very purpose of the program is defeated.

14.5

The Board requires as a condition of its assent to tax exemption that an agency sponsoring an EZone provide for an agreement with the applicant for tax-exemption providing for annual payment to the District during the term of tax exemption an amount equal to 30 percent of the District's current tax rate applicable to the exempt property to reimburse the District for that portion the District levy representing the direct cost of fire and emergency services for the exempt property.

14.6

The Board welcomes the opportunity for the District to review the terms and provisions of any proposed EZone on a case-by-case basis, but by the adoption of this policy serves as notice of the Board's concerns regarding these issues:

- Existing EZone boundaries or exemption of taxable property should not be amended

unless the sponsor, in consultation with the District, concludes that the amendment is in the best interests of the community at large and will not diminish the District's ability to provide services.

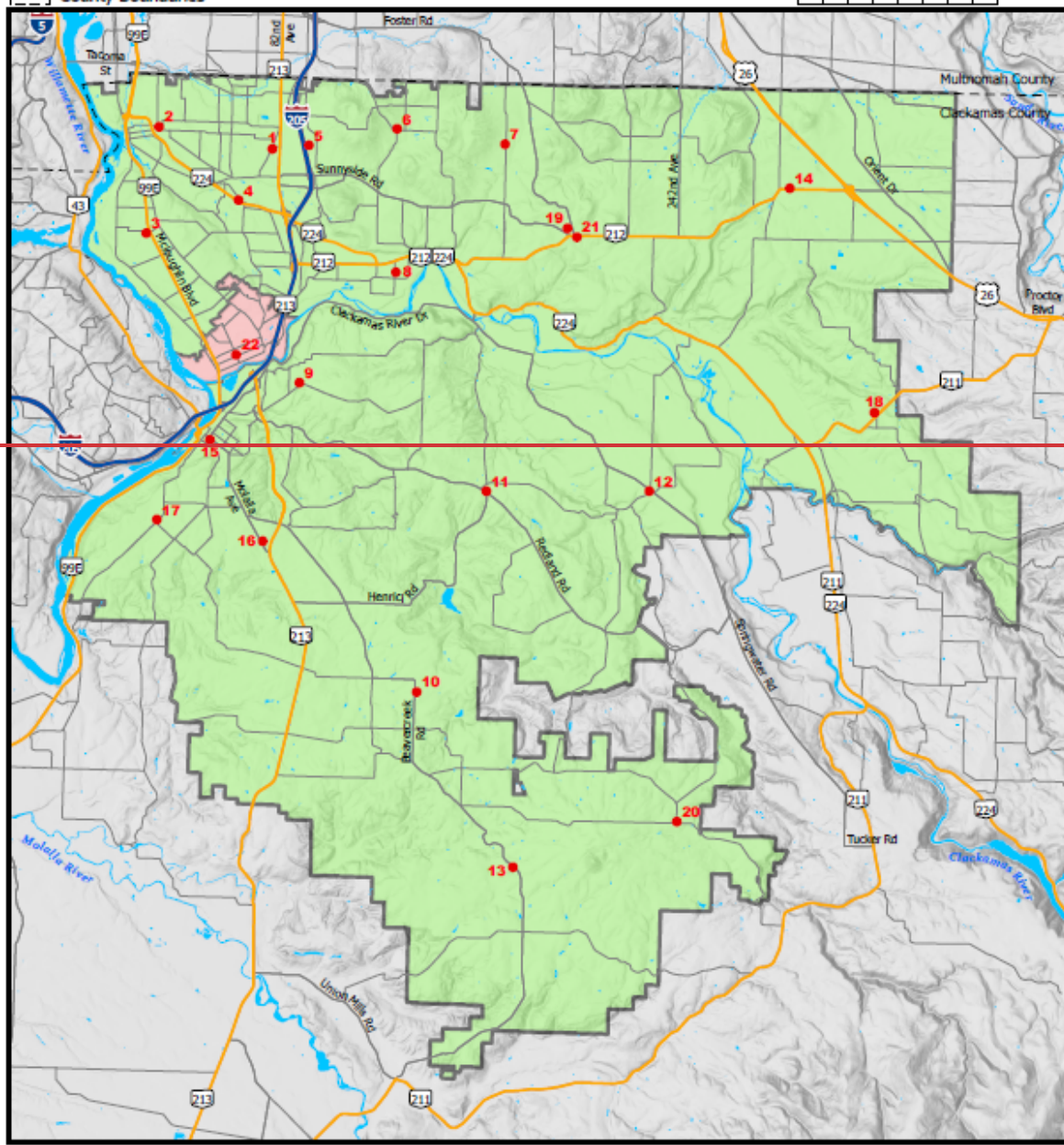
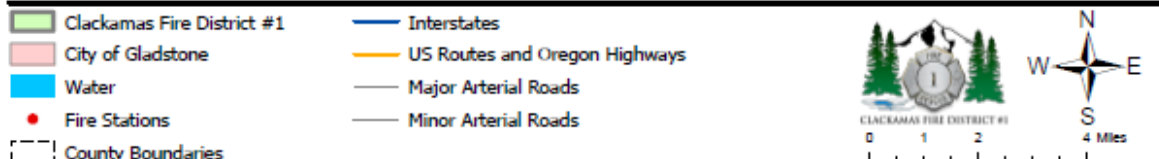
- Tax exemption granted to an eligible business should not be extended unless all terms of the original tax exemption grant, including the number of employees to be hired and the wages to be paid, have been met in full for the entire exemption period.
- Original requirements for tax exemption granted by a sponsor should not be amended, altered or waived if such action would reduce, eliminate or materially alter the requirements that were presented to the District as the conditions for the tax exemptions being granted, including without limitation the base wages to be paid and employee addition requirements.
- The Board may consider EZone proposals on a case-by-case basis, but generally will not support EZone applications for tax exemptions that propose primarily additions of machinery or equipment or upgrades, as such improvements generally do not add assessed value at the end of the exemption period due to depreciation, wear and tear or obsolescence, defeating the concept of added taxable value in the long term.
- Sponsoring agencies should require that applicants for tax exemption include proposals to enhance the level or efficiency of local public services within the proposed EZone, including firefighting and police services.
- The Board generally opposes any termination of the existing statutory sunset provisions for EZones. The District further opposes the creation of EZones on land that is or has formerly been designated as an urban renewal area.

APPENDIX A – DISTRICT MAP

Collaboration

CLACKAMAS FIRE DISTRICT #1

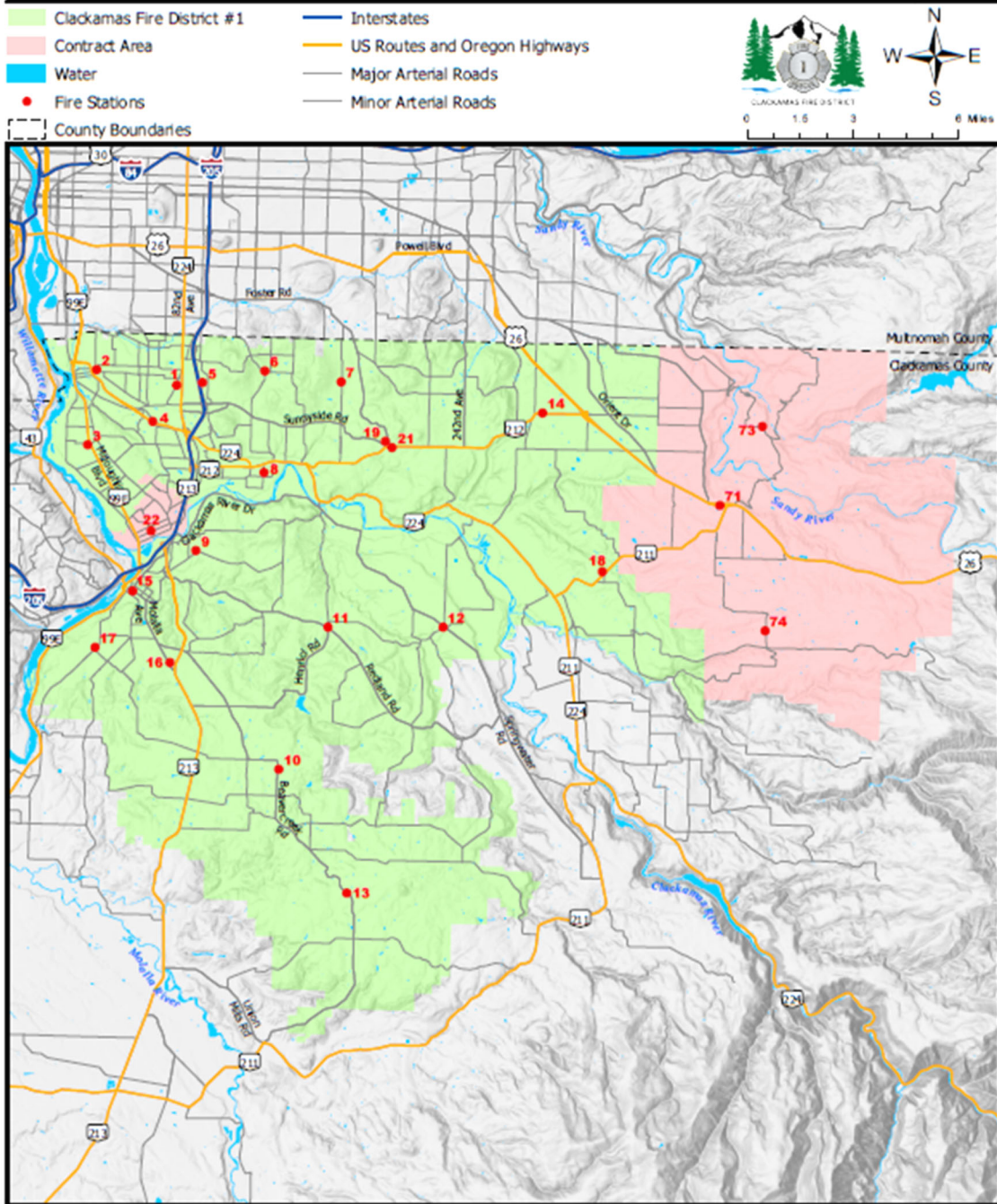
FIRE DISTRICT AND CONTRACT AREA OVERVIEW



9/21/2022 6:43 PM

CLACKAMAS FIRE DISTRICT

FIRE DISTRICT AND CONTRACT AREA OVERVIEW



APPENDIX B – RESOLUTION 90-06

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION 90-06
LOCAL CONTRACT REVIEW BOARD
and
PUBLIC CONTRACTING RULES

Whereas, ORS Chapter 279 authorizes any public agency having a governing body to designate its governing board as the local contract review board;

Whereas, Public contracting agencies are required to adopt and observe public contracting rules; therefore be it

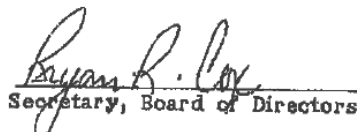
Resolved, That the Board of Directors of Clackamas County Fire District is hereby designated as the Local Contract Review Board;

Resolved, That by copy of this resolution, such intent be filed with the Clackamas County Commission; and be it further

Resolved, That the Board of Directors of Clackamas County Fire District hereby adopt OAR Chapter 137, Divisions 30 and 40, and OAR Chapter 125, Divisions 300 through 360 as rules for the Local Contract Review Board.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

Collab

APPENDIX C – ORDINANCE C90-03

CLACKAMAS COUNTY FIRE DISTRICT
ORDINANCE C90-03
Prohibiting Fire Fighters of the District,
Volunteer or Otherwise, and Other
District Employees From Serving as
Directors.

Whereas, The Clackamas County Fire District is a duly organized fire protection district, established in accordance with Oregon Revised Statutes;

Whereas, ORS 478.050 authorizes the Board of Directors to prohibit, by ordinance, fire fighters, volunteer or otherwise, and other district employees from serving as directors of said district;

Whereas, It has been determined to be in the best interest of Clackamas County Fire District to prohibit the above mentioned fire fighters and employees from serving as directors of the Fire District;

NOW, THEREFORE, THE BOARD OF DIRECTORS OF CLACKAMAS COUNTY FIRE DISTRICT ORDAIN AS FOLLOWS:

That a district director of Clackamas County Fire District shall be an elector, or an owner, within the said district and shall not be a fire fighter of the district, volunteer or otherwise, nor any other district employee; and further

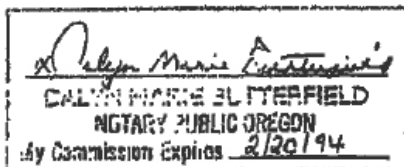
That the requirements of this ordinance do not apply to any regular district election which occurs less than one year after adoption of this ordinance.

READ by title this 10th day of December, 1990.

READ a second time by title and ADOPTED this 21st day of January, 1991.


Chairman, Board of Directors


Secretary, Board of Directors


CALVIN MARIE BUTTERFIELD
NOTARY PUBLIC OREGON
My Commission Expires 2/20/94

APPENDIX D – RESOLUTION C90-18

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION C90-18
ESTABLISHING BOARD MEMBER
COMPENSATION & PER DIEM

Whereas, ORS 198.190 provides that members of governing bodies may receive up to \$50 per day, or portion thereof, as compensation for services performed as a member of the governing body;

Whereas, Such compensation is not considered lucrative under the law;

Whereas, The law also provides that the governing body may also provide reimbursement of a member for actual and reasonable traveling and other expenses necessarily incurred in performing official duties; therefore be it

Resolved, That the Board of Directors of Clackamas County Fire District hereby provides compensation for attendance at Board Meetings and committee meetings, and reimbursement for traveling and other expenses (per diem) in conformance with ORS 198.190; and be it further

Resolved, That the amounts of such compensation, per diem rates, and conditions shall be maintained as a statement of Board Policy.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

COPIES

APPENDIX E – ~~CFD#1~~ BOARD COMMITTEES/LIAISONS

~~2021~~2022/20222023

~~2021~~2023/20222024

Staff Liaison



~~CFD#1~~ BOARD COMMITTEES/LIAISONS

~~CAPITAL PROJECTS COMMITTEE:~~ To provide Board oversight and input into the District’s capital needs. *Quarterly (Minimum)*

Hawes
Wall

Hawes
Wall

Chief Browne/
CFO Whitaker

CIVIL SERVICE COMMISSION LIAISON: To provide Board representation at the Civil Service Meetings.

Hawes

Hawes

None

EMS COMMITTEE: To provide input into the EMS service delivery system issues related to CFD1 from an elected representative’s perspective. To provide Board representation with TVF&R and Lake Oswego Fire Dept. in providing consulting services regarding the EMS Consortium according to ORS 190. *Quarterly (Minimum)*

Cross
Joseph

Cross
Joseph

Division Chief Huffman

EXECUTIVE COMMITTEE: To provide a forum to enable the Board to review the annual performance of the Fire Chief and to perform other duties as assigned by the Board President. *Semi-annually (Minimum)*

~~Joseph~~Wall
~~Wall~~Syring

~~Wall~~Syring
~~Syring~~Hawes

Chief Browne

FOUNDATION LIAISON: To provide timely updates and information to the Board on the affairs of the Foundation. The President shall appoint a Board member to act as a liaison between the Board and the Clackamas Emergency Services Foundation (Foundation). The liaison shall attend the *bimonthly* Foundation meetings and provide updates at the monthly Board meetings.

Cross

Cross

Chief Browne

INTERAGENCY COMMITTEE: To provide Board representation to other governmental agencies and strategic partners that the District serves or has significant relationships with. Only two Board members will attend any one meeting. *Quarterly (Minimum)*

Syring
Joseph

Syring
Joseph

Chief Browne

LEGISLATIVE COMMITTEE: To provide a forum for staff and Board representatives to discuss the political implications of Board action and impacts of legislative proposals. *Quarterly (Minimum)*

Joseph
Wall

Joseph
Wall

Chief Browne

VOLUNTEERS’ ASSOCIATION LIAISON: To provide Board representation at the Volunteer Association meetings. *Quarterly (Minimum)*

Syring
Alt: Hawes

Syring
Alt: Hawes

Volunteer Program
Coordinator/Trainer

SECTION 2
Clackamas Fire District #1

Resources

Collaboration

10/17/22

Clackamas Fire District #1

Accounting Policies and Procedures Manual

Collaboration

Revised ~~09/19/2022~~09/18/2023

~~Clackamas County Fire District #1~~

~~Accounting Policies and Procedures Manual~~

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Introduction

This manual has been prepared to document the internal accounting procedures for the Clackamas Fire District ~~#1~~ (District). Its purpose is to ensure that financial assets are safeguarded, that financial statements are in conformity with generally accepted accounting principles, and that finances are managed with responsible stewardship, in accordance with all applicable state statutes.

All personnel with a role in the management of Clackamas Fire District ~~#1~~ fiscal operations are expected to uphold the policies in this manual. It is the intention of the District that the accounting manual demonstrates our commitment to proper, accurate financial management and reporting.

Collaboration

Division of Duties

The following is a list of personnel who have responsibilities within the accounting department:

Budget Committee:

1. Reviews and approves annual budget.

Board of Directors:

1. Reviews all financial reports, including annual audit report.
2. Reviews and adopts annual budget.
3. Adopts resolution for interfund loans.
4. Adopts resolution for budget reallocations.
5. Adopts resolution for budget contingency transfer.
6. Reviews and approves all purchases of goods, services and construction projects exceeding \$~~50,000~~100,000, unless special purchasing circumstances require board approval.

Fire Chief:

1. Reviews all financial reports.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$~~50,000~~100,000.
4. ~~Reviews and approves all procurement card purchases for the executive team.~~

Assistant Chiefs

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$~~50,000~~100,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Division Chiefs:

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$~~15,000~~25,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Chief Financial Officer:

1. Supervises all accounting and financial functions of the District.
2. Supervises the work of all finance personnel.
3. Reviews all financial reports.
4. Responsible for accurate maintenance of the General Ledger, including journal entries, fund allocation, and trial balance.

5. Reconciles bank statements monthly.
6. Develops the annual budget with input from the rest of the organization.
7. Reviews and approves purchases up to \$~~50,000~~100,000.
8. Directs audit preparation activities and process.
9. Reviews all disbursements for accuracy and conformity to the purchasing policy.
10. Provides oversight for purchasing guidelines.
11. Monitors cash flow and ensures appropriate distribution of cash across various forms of liquidity.
12. Directs investments in alignment with District's investment policy.
13. Reviews and approves all procurement card purchases for the direct reports in their division.

Finance Manager

1. Supervises the Accounts Payable (A/P) Administrative Technician and Accounts Receivable (A/R) Program Specialist.
2. Approves Munis contracts and contract change orders.
3. Approves AP transactions.
4. Creates journal entries.
5. Approves journal entries entered by others.
6. Reviews and approves purchases up to \$15,000 over \$10,000 to ensure compliance with budget restrictions and procurement policies.
7. Provides oversight for the district's grant activities, including application, maintenance, closeout, and records.
8. Maintains capital assets in accounting software.
9. Leads physical inventory count process.

Battalion Chiefs, Captains, and Department Managers

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$~~15,000~~10,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Accounts Payable (A/P) Administrative Technician:

1. Reconciles and processes all accounts payable.
2. Runs checks weekly in conformance with payable dates.
3. Reconciles A/P Aging Report to Trial Balance Report quarterly.
4. Files 1099s at calendar year end.
5. Provides support during the annual audit
- ~~5-6.~~ Uploads received checks for deposit at district bank.

Accounts Receivable (A/R) Program Specialist:

1. Prepares A/R invoices to send out.
2. Posts deposits to accounting software.
3. Reconciles A/R Aging Report to Trial Balance Report quarterly.
4. Manages grant billing and reimbursements.

5. Approves AP transactions.
6. Provides backup to Payroll Manager.
7. Provides support during the annual audit.
8. Approves vendor changes.

Payroll Manager:

1. Prepares payroll twice monthly.
2. Reconciles completed payroll to Telestaff.
3. Transfers required funds from the LGIP account to the checking account.
4. Provides required reports to the Chief Financial Officer for payroll verification and reporting.
5. Maintains employee files and payroll records.
6. Process payment of all retirement accounts.
7. Processes electronic PERS System, payroll taxes, and other withholding and benefit payments.
8. Process annual workers compensation reports and audit.
9. Provides support during the annual audit.

Front Office Administrative Technician:

1. Receives and records checks and cash, ~~uploads to bank website or deposits at bank.~~

Fleet Services Administrative Technician:

1. Maintains W-9 files for vendors.
2. Maintains vendor setup and revisions in accounting software.

Cash Receipts Procedures

1. Checks are deposited to the checking account weekly.
2. The Front Office Administrative Technician receives all incoming mail. Checks received by the Administrative Technician are stamped “for deposit only” and sorted by revenue type/GL account in a file drawer. The checks are stored until it is time for the weekly deposit to be prepared.
3. The Front Office Administrative Technician scans the checks into the Finance deposits folder.
4. The ~~Front Office Administrative~~Accounts Payable Administrative Technician electronically deposits the checks to the bank and stores the original checks in a file drawer.
5. After depositing the checks, the ~~Front Office Administrative~~Accounts Payable Administrative Technician downloads the daily deposit report from the bank and saves it to the Finance deposits folder.
6. The Accounts Receivable Program Specialist uses the daily deposit report and scanned checks to fill an excel sheet with the deposit date, customer name, customer number, dollar amount, check number, and appropriate GL.
7. The Accounts Receivable Program Specialist records the deposit to the general ledger in Munis.
8. The Accounts Receivable Program Specialist saves the spreadsheet and Munis journal report to the Finance deposits folder.
9. The CFO or Finance Manager reconcile the journal with the bank statement.

LGIP Transfers:

The Finance Manager and Chief Financial Officer shall maintain the checking account balance at a level that is sufficient to meet near-term obligations. Remaining funds shall be kept in the Local Government Investment Pool or other investments to maximize interest earnings. All funds received shall be deposited into the checking account. It will be necessary to transfer funds from the LGIP account into the checking account. In order to transfer funds from the LGIP into the checking account, the following procedures shall be followed:

The Finance Manager and Chief Financial Officer shall monitor the balance in the checking account, and determine if there are adequate funds to pay the daily expenses. The Finance Manager and Chief Financial Officer shall transfer funds as necessary. The Payroll Manager shall transfer funds from LGIP to the checking account each pay period to cover payroll. ~~The Benefits Specialist shall transfer funds from LGIP to the checking account as necessary to cover health claims reimbursements.~~ The Accounts Receivable Program Specialist shall record the LGIP transfers in Munis monthly. The Chief Financial Officer shall reconcile the transfers with

the checking account and LGIP monthly statements.

Cash Disbursements Procedures

1. Incoming invoices are emailed or mailed to the responsible department by vendors.
2. The department reviews the invoice for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods/services received match.
3. For invoices to be paid against a purchase order, the department reaches out to Logistics to request that Logistics performs goods receipt in Munis.
4. The department uploads the invoice to the Invoice SharePoint folder for the Accounts Payable Administrative Technician to access.
5. The Accounts Payable Administrative Technician reviews the invoice for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods and services received match.
6. Once weekly, disbursements are prepared by the Accounts Payable Administrative Technician for expenses, debts and liabilities of the District.
7. The Accounts Payable Administrative Technician is responsible for the preparation of disbursements. Disbursements are to be made by check or electronic fund transfer.
8. After three-way match is confirmed by the Accounts Payable Administrative Technician, they perform invoice entry in Munis.
9. The Accounts Payable Administrative Technician releases the invoice in Munis for review and approval.
10. The Accounts Receivable Program Specialist or Finance Manager review the invoice in Munis for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods and services received match.
11. After the invoices are approved in Munis, the Accounts Payable Administrative Technician posts the invoices for payment.
12. The Accounts Payable Administrative Technician loads the check printer with check stock, inserts the USB security key into the printer, and prints the checks.
13. The Accounts Payable Administrative Technician downloads the cash disbursements journal, EFT report, and Positive Pay report and saves them into the Finance drive.
14. The Finance Manager reviews the cash disbursements journal and uploads the EFT report and Positive Pay file to the bank.
15. The CFO or Payroll Specialist approves the uploaded EFT report and Positive Pay file in the bank's system.
16. The Accounts Payable Administrative Technician delivers checks to USPS on the same day of printing.
17. The CFO or Finance Manager reconciles the transactions with the bank statement.

Reconciliations

Bank Reconciliations:

1. Monthly bank statements for Key Bank and LGIP are saved to the month-end folder on the District's finance drive.
2. BAI files from Key Bank are uploaded into Munis Bank Reconciliation Manager frequently (at least monthly).
3. Bank Reconciliation Manager in Munis:
 - a. Auto match Munis transactions to Key Bank transactions.
 - b. CFO or Finance Manager manually match remaining transactions.
 - c. If discrepancies are found (bank transaction amount does not match Munis transaction amount, bank deposit or withdrawal not recorded in Munis, etc.), CFO or Finance Manager research and develop solution to resolve discrepancy (correcting journal entry, enter new transaction into Munis, inquire with bank or vendor).
4. CFO completes Key Bank reconciliation with general ledger:
 - a. Compare month-ending balance in -1120 (Cash in Bank) account in Munis with month-ending amount on Key Bank statement.
 - b. Ensure that balances match after accounting for:
 - i. Uncleared checks—Identify outstanding, uncleared checks utilizing Check Register Search in Bank Reconciliation Manager.
 - ii. Munis transactions not yet processed through the bank—Some transactions, particularly certain payroll transactions (PERS, VOYA deferred comp), will hit the general ledger in Munis on the last day of the month, but not be paid through the bank until the following month.
 - iii. Bank transactions with a Munis cash disbursement date in the following month—certain wires or automatic payments may be entered into Munis after the end of the month.
 - c. Reconciliation spreadsheet for each month saved on F: drive.
 - d. Reconciliation spreadsheet reviewed for accuracy by Finance Manager.
 - e. CFO and Finance Manager sign spreadsheet.
5. CFO completes LGIP reconciliation with general ledger:
 - a. Confirm that month-ending balance in -1130 (Cash – LGIP) account in Munis matches month-ending amount on LGIP statement after:

- i. AR accountant enters transfers from LGIP to Key Bank for the month.
- ii. CFO enters transfers from Key Bank to LGIP for the month.
- iii. CFO enters property tax deposits into LGIP for the month.
- iv. CFO enters LGIP interest earnings for the month.
- v. CFO enters any direct wires from LGIP to vendors for the month (occasionally debt service payments may be made directly from the LGIP account).
- v.vi. Finance Manager approves each of the above LGIP transactions in Munis as a form of reconciliation.

- b. Save reconciliation spreadsheet the Finance drive.

Reconciliations of Other General Ledger Accounts:

Each quarter the Finance staff shall review the ending balance shown on balance sheet accounts such as accounts receivable, accounts payable, and other liability accounts. The Finance team shall review the schedules of accounts receivable and deferred revenue and the aging of accounts payable to support the balances shown on the balance sheet.

Purchases

The District shall maintain a Purchasing Policy that is compliant with ORS 279A, 279B, and 279C. The Purchasing Policy will define:

1. Expenditure authority by position, including which purchases require Board of Directors approval.
2. Procurement methods by cost threshold for goods and services, personal services, public improvement projects, and emergency purchases.
3. Exceptions to regular procurement methods that have been approved by the Board of Directors.
4. Internal controls necessary to ensure that the district's purchasing rules are adhered to.

The District shall also maintain a procurement card policy to ensure that proper internal controls are followed and that procurement cards are only used for authorized District purposes and within purchasing rules.

Fixed Asset Management

1. The District maintains a permanent property log or database for all fixed assets with an initial cost of more than \$5,000 and an estimated life in excess of one year.
2. The log shall contain the following information:
 - date of purchase
 - description of item purchased
 - received by donation or purchased
 - cost or fair market value on the date receipt
 - donor or funding source, if applicable
 - funding source restrictions on use or disposition
 - identification/serial number (if appropriate)
 - depreciation period
 - vendor name and address
 - inventory tag number (all fixed assets shall be tagged with a unique identifying number)
3. At least every other year, a physical inspection and inventory shall be taken of all District fixed assets and reconciled to the general ledger balances. Adjustments for dispositions shall be made.
4. District personnel will follow the District's purchase policy and asset disposal policy to ensure asset purchases, sales, and retirements are accurately recorded in the District's financial system.
5. All capital items which have a cost greater than \$5,000 will be capitalized and depreciated.

Payroll

The District shall maintain the following internal controls related to payroll:

1. Any persons running payroll cannot make changes in the timekeeping system (Telestaff). The only exception to this rule is to edit shift employees sick leave entries to health and wellness leave in accordance with CBA article 21.3.
2. The payroll department may upload payroll and vendor files to the banking system (Key Bank), however a second employee outside of the payroll department must approve the bank file in order for processing to be complete.
3. Employees outside of the payroll department will reconcile all payroll transactions in the accounting software (Munis) to verify payroll and bank transactions match.
4. All general journal entries will be made by employees outside of the payroll department.
5. A signature key will be kept in a separate location from the check printer. Checks will not be able to print without the signature key.
6. Blank checks will be kept in a locked drawer and the key will be kept in a separate location.

The District shall also maintain a Pay Practices policy to ensure that local, state, and federal laws regarding employee compensation are adhered to. Pay rates and pay practices will follow the collective bargaining agreements, working agreements, and contracts of the district.

Financial Reporting

Monthly Reports:

The Chief Financial Officer and Finance Manager shall prepare a set of monthly financial reports for distribution to the Fire Chief, Executive Team, and Board of Directors. The reports shall include a budget-to-actual report for the annual operating budget.

Financial reports with updated budget-to-actuals are also available to District staff through Munis, the District's financial system.

Year-End Report/Audit:

Pursuant to Oregon statutes, the District undergoes a comprehensive independent financial audit. At fiscal year-end, a year-end Audit report shall be prepared summarizing the total income and expense activity for the year. This report will be initially reviewed by the Fire Chief, Chief Financial Officer, and the Finance Manager, and then by the Board of Directors.

Grant Compliance

1. Grant applications shall not be submitted without approval of the Fire Chief and Chief Financial Officer.
2. When a new grant is received or renewed, the Finance Manager shall set up a permanent file for the grant and maintain the contract along with any other financial correspondence regarding the grant.
3. It is the responsibility of the Finance Manager to review the grant contract and extract any fiscal items which must be complied with by the District. Typically, for government grants, reference will be made to various publications put out by the Office of Management and Budget (OMB) and FEMA to which District is responsible for adhering.
4. It is a policy of the District to adhere to any restrictions imposed by its funders, both governmental and private. Therefore, District employees are expected to bring to the attention of management, any instances of non-compliance.
5. Grant funds will be deposited in the District's Grant Fund.

Fiscal Policy Statements

1. All cash accounts owned by Clackamas Fire District ~~#1~~ will be held in financial institutions which are federally insured and participate in the Oregon State Treasury's Public Funds Collateralization Program. .
2. All capital expenditures which exceed \$5,000 and have a useful life in excess of one year will be capitalized on the books and records of the District.
3. No salary advances will be made under any circumstances.
4. Fiscal management personnel are required to take annual vacation which will not interfere with fiscal procedures. Variances to this policy shall be made in special circumstances, with written permission from the Fire Chief.
5. It is the policy of District to reimburse out of pocket expenses only when supporting documentation has been presented for approved costs incurred.
6. The Fire Chief and two Board Members are signators of all District bank accounts. Two signatures are required for all disbursements.
7. Bank statements will be reconciled monthly to account for any outstanding or lost checks.
8. Expense reports will be maintained which will disclose the nature of expenses, and the dates incurred.
9. Separate files will be maintained for each bank account and each vendor. Files will be kept separately for each fiscal year.
10. The services of a Certified Public Accountant will be engaged to prepare a formal financial audit of the District fiscal year-end.

Section 3

Clackamas Fire District #1

Cash Management Policy

Collaboration

Revised ~~09/12/22~~09/18/23

SECTION 3
CLACKAMAS FIRE DISTRICT #1
CASH MANAGEMENT POLICY AND PROGRAM

INTRODUCTION

Clackamas Fire District #1 typically receives 93 percent of its property tax revenue during the months of November through March. During the other seven months, the Fire District relies somewhat on a modest amount of tax revenue, but much more on the financial assets received and invested during the high revenue period of late fall and winter. The Fire District's fiscal management policies, therefore, profoundly affects its ability to provide service during the rest of the year.

The objectives of any governmental organization, which relate to its fiscal management, are to maintain sufficient liquidity of assets so that obligations are paid when due, to ensure the safety of principle, and to maximize investments revenues. The techniques used to attain these objectives are commonly referred to as "cash management". Both law and public policy regulate an organization's cash management program.

Oregon Revised Statues 294.005 through 294.155 specify the manner with which public funds are administered, and ORS 295.005 through 295.110 regulate deposits of public funds and securities. Though the law specifies that the Board of Directors of the Fire District are legally accountable for the proper management of the public funds entrusted to them, realities dictate that the responsibility for cash management should be delegated to a "custodial officer" with which to administer the Fire Districts cash management program.

SCOPE

The cash management program applies to financial assets of all funds accounted for in the annual budget of the Fire District. Investments detailed by the program make up the Fire District's "short-term investment portfolio." The investments permitted by the cash management program are limited to maturities of one year or less. Long term investments (up to or longer than 18 months) outside of the Local Government Investment Pool (LGIP) may be authorized by action of the Board of Directors.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer. The custodial officer has the responsibility to ensure that cash is available to meet day-to-day demands, and to invest excess cash, while adhering to requirements set forth in ORS and this policy. In the absence of, or at the request of the custodial officer, the Fire District's Chief Financial Officer has the authority to:

- a) Reinvest existing investments for 30 days or less
- b) Deposit mature investments to the Local Governments Investment Pool (LGIP) account or into the Districts general operating, or "sweep," account,
- c) Deposit tax and other receipts into either LGIP or sweep accounts, and

- d) Transfer operating funds from the LGIP account to the sweep account as required.

POLICY

It is the policy of the Fire District that surplus financial assets shall be invested in order to provide maximum return balanced by safety of capital. To accomplish these goals, the custodial officer shall place excess funds in the Fire District's short-term investment portfolio. The standard of "prudent investor" shall be applied to all investment decisions; that is, investments shall be made with judgment and care, not for speculation, but for investment—considering the probable safety of capital as well as the expected income to be derived. Investments shall at all times conform to the list of authorized investments published by the Oregon State Treasurer (Exhibit 1).

GOALS

The goals of the cash management program are itemized in order of the relative importance.

1. To provide safety of capital. Safety shall be accomplished by diversifying instruments, institutions, or the mix of assets within an investment, and by attention to the quality of the investments.
2. To ensure the legality of investments. Legality shall be accomplished by attention to constraints as outlined in ORS 294.035 through 294.048.
3. To provide liquidity sufficient for cash disbursements. Liquidity shall be accomplished maintaining appropriate balance of working capital in the LGIP and SWEEP accounts, and by matching investment maturities with anticipated cash flow requirements.
4. To earn a rate of return at least equal to the return of a comparable maturing U.S. Treasury Bill, as stated in a 360-day yield.

DIVERSIFICATION

The Custodial Officer will determine the appropriate percentage of the Fire District's assets to apply to the district's portfolio, and the percentage to keep available for operating funds. The District, as a matter of policy, will diversify its portfolio in order to avoid unreasonable risk. Specifically, the District will attempt to ensure that its assets are invested across investment type, maturity, and institution subject to the following guidelines.

1. The District may invest its surplus up to 100 percent of its financial assets in the LGIP, which is operated by the Oregon State Treasurer.
2. If the Fire District elects not to invest 100 percent in the LGIP, the balance of the portfolio will be distributed according to the mix described in Exhibit 2.

CONTROL

1. The custodial officer shall routinely monitor the contents of the investment portfolio, the available markets, and the relative values of competing instruments. The portfolio shall be lawfully adjusted as necessary, and in accordance of the cash management program.
2. The custodial officer shall maintain a log of investments purchases which details investments, maturities, yields, and fees. The investment log shall be available for review by the Board of Directors, the auditors, and the public.
3. A financial report which outlines outstanding investments shall be prepared for presentation to the Board of Directors at each monthly meeting by the custodial officer.
4. In event that major market changes occur which significantly impact the stated objectives of the cash management program, the custodial officer shall act appropriately and report to the Board of Directors at the earliest opportunity
5. Investment securities purchased by the Fire District may be held in third party safekeeping by the institution, or by the Fire District's custodial bank. The institution shall issue a safekeeping receipt to the District listing the specific instruments, rate, maturity, and other pertinent information.
6. Deposit securities (i.e. certificates of deposit) shall be collateralized through the State Collateral Pool as required by ORS for any amount exceeding FDIC or FSLIC coverage. Other securities shall be collateralized by the actual securities held in safekeeping by the institutions.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless the Fire District needs or market changes warrant an earlier review.

EXHIBIT 1

Local Government Investments

Allowed by ORS

Collaboration

**U.S. Government and Agency Securities
For Local Government Investments
Under ORS 294.035 and 294.040
Provided Pursuant to ORS 294.046
Revised 2015**

294.035 Investment of surplus funds of political subdivisions; approved investments.

(1) Subject to ORS [294.040 \(Restriction on investments under ORS 294.035\)](#) and [294.135 \(Investment maturity dates\)](#) to [294.155 \(Annual audit report\)](#), the custodial officer may invest any sinking fund, bond fund or surplus funds in the custody of the custodial officer in the bank accounts, classes of securities at current market prices, insurance contracts and other investments listed in this section, but only after obtaining from the governing body of the county, municipality, political subdivision or school district a written order that has been entered in the minutes or journal of the governing body.

(2) This section does not:

(a) Limit the authority of the custodial officer to invest surplus funds in other investments when the investment is specifically authorized by another statute.

(b) Apply to a sinking fund or a bond fund established in connection with conduit revenue bonds issued by a county, municipality, political subdivision or school district for private business entities or nonprofit corporations.

(3) Investments authorized by this section are:

(a) Lawfully issued general obligations of the United States, the agencies and instrumentalities of the United States or enterprises sponsored by the United States Government and obligations whose payment is guaranteed by the United States, the agencies and instrumentalities of the United States or enterprises sponsored by the United States Government.

(b) Lawfully issued debt obligations of the agencies and instrumentalities of the State of Oregon and its political subdivisions that have a long-term rating of A or an equivalent rating or better or are rated on the settlement date in the highest category for short-term municipal debt by a nationally recognized statistical rating organization.

(c) Lawfully issued debt obligations of the States of California, Idaho and Washington and political subdivisions of those states if the obligations have a long-term rating of AA or an equivalent rating or better or are rated on the settlement date in the highest category for short-term municipal debt by a nationally recognized statistical rating organization.

(d) Time deposit open accounts, certificates of deposit and savings accounts in insured institutions as defined in ORS [706.008 \(Additional definitions for Bank Act\)](#), in credit unions

as defined in ORS [723.006 \("Credit union" defined\)](#) or in federal credit unions, if the institution or credit union maintains a head office or a branch in this state.

(e) Share accounts and savings accounts in credit unions in the name of, or for the benefit of, a member of the credit union pursuant to a plan of deferred compensation.

(f) Fixed or variable life insurance or annuity contracts as defined by ORS [731.170 \("Life insurance"\)](#) and guaranteed investment contracts issued by life insurance companies authorized to do business in this state.

(g) Trusts in which deferred compensation funds from other public employers are pooled, if:

(A) The purpose is to establish a deferred compensation plan;

(B) The trust is a public instrumentality of such public employers and described in section (2)(b) of the Investment Company Act of 1940, 15 U.S.C. 80a-2(b), as amended, in effect on September 20, 1985, or the trust is a common trust fund described in ORS [709.170 \(Establishment of an investment in common trust funds\)](#);

(C) Under the terms of the plan the net income from or gain or loss due to fluctuation in value of the underlying assets of the trust, or other change in such assets, is reflected in an equal increase or decrease in the amount distributable to the employee or the beneficiary thereof and, therefore, does not ultimately result in a net increase or decrease in the worth of the public employer or the state; and

(D) The fidelity of the trustees and others with access to such assets, other than a trust company, as defined in ORS [706.008 \(Additional definitions for Bank Act\)](#), is insured by a surety bond that is satisfactory to the public employer, issued by a company authorized to do a surety business in this state and in an amount that is not less than 10 percent of the value of such assets.

(h)(A) Banker's acceptances, if the banker's acceptances are:

(i) Guaranteed by, and carried on the books of, a qualified financial institution;

(ii) Eligible for discount by the Federal Reserve System; and

(iii) Issued by a qualified financial institution whose short-term letter of credit rating is rated in the highest category by one or more nationally recognized statistical rating organizations.

(B) For the purposes of this paragraph, "qualified financial institution" means:

(i) A financial institution that is located and licensed to do banking business in the State of Oregon; or

(ii) A financial institution that is wholly owned by a financial holding company or a bank holding company that owns a financial institution that is located and licensed to do banking business in the State of Oregon.

(C) A custodial officer shall not permit more than 25 percent of the moneys of a local government that are available for investment, as determined on the settlement date, to be invested in banker's acceptances of any qualified financial institution.

(i)(A) Corporate indebtedness subject to a valid registration statement on file with the Securities and Exchange Commission or issued under the authority of section 3(a)(2) or 3(a)(3) of the Securities Act of 1933, as amended. Corporate indebtedness described in this paragraph does not include banker's acceptances. The corporate indebtedness must be issued by a commercial, industrial or utility business enterprise, or by or on behalf of a financial institution, including a holding company owning a majority interest in a qualified financial institution.

(B) Corporate indebtedness must be rated on the settlement date P-1 or Aa or better by Moody's Investors Service or A-1 or AA or better by Standard & Poor's Corporation or equivalent rating by any nationally recognized statistical rating organization.

(C) Notwithstanding subparagraph (B) of this paragraph, the corporate indebtedness must be rated on the settlement date P-2 or A or better by Moody's Investors Service or A-2 or A or better by Standard & Poor's Corporation or equivalent rating by any nationally recognized statistical rating organization when the corporate indebtedness is:

(i) Issued by a business enterprise that has its headquarters in Oregon, employs more than 50 percent of its permanent workforce in Oregon or has more than 50 percent of its tangible assets in Oregon; or

(ii) Issued by a holding company owning not less than a majority interest in a qualified financial institution, as defined in paragraph (h) of this subsection, located and licensed to do banking business in Oregon or by a holding company owning not less than a majority interest in a business enterprise described in sub-subparagraph (i) of this subparagraph.

(D) A custodial officer may not permit more than 35 percent of the moneys of a local government that are available for investment, as determined on the settlement date, to be invested in corporate indebtedness, and may not permit more than five percent of the moneys of a local government that are available for investment to be invested in corporate indebtedness of any single corporate entity and its affiliates or subsidiaries.

(j) Repurchase agreements whereby the custodial officer purchases securities from a financial institution or securities dealer subject to an agreement by the seller to repurchase the securities. The repurchase agreement must be in writing and executed in advance of the initial purchase of the securities that are the subject of the repurchase agreement. Only securities described in paragraph (a) of this subsection may be used in conjunction with a repurchase agreement and such securities shall have a maturity of not longer than three years.

The price paid by the custodial officer for such securities may not exceed amounts or percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short Term Fund Board created by ORS [294.885 \(Oregon Short Term Fund Board\)](#).

(k) Shares of stock of any company, association or corporation, including but not limited to shares of a mutual fund, but only if the moneys being invested are funds set aside pursuant to a local government deferred compensation plan and are held in trust for the exclusive benefit of participants and their beneficiaries.

(L) The investment pool as defined in ORS [294.805 \(Definitions for ORS 294.805 to 294.895\)](#) and, with the approval of the State Treasurer, any other commingled investment pool that may be established in the discretion of the State Treasurer for investment of the funds of local governments. The State Treasurer may require the governing body of a local government to enter into an investment agreement with the State Treasurer as a condition of investing funds in a commingled investment pool under this paragraph. [Amended by 1957 c.53 §1; 1957 c.689 §1; 1965 c.404 §1; 1973 c.157 §1; 1973 c.288 §1; 1974 c.36 §9; 1975 c.359 §3; 1977 c.300 §1; 1981 c.804 §84; 1981 c.880 §13; 1983 c.456 §2; 1985 c.256 §2; 1985 c.440 §1; 1985 c.690 §2; 1987 c.493 §1; 1991 c.459 §379; 1993 c.59 §1; 1993 c.452 §1; 1993 c.721 §1; 1995 c.79 §102; 1995 c.245 §2; 1997 c.249 §91; 1997 c.631 §446; 1999 c.601 §1; 2001 c.377 §43; 2003 c.405 §1; 2005 c.443 §§13,13a; 2009 c.821 §25; 2013 c.192 §1; 2014 c.18 §1]

294.040 Restriction on investments under ORS 294.035. The bonds listed in ORS 294.035 (3)(a) to (c) may be purchased only if there has been no default in payment of either the principal of or the interest on the obligations of the issuing county, port, school district or city, for a period of five years next preceding the date of the investment. [Amended by 1995 c.245 §3; 2005 c.443 §21]

294.046 List of approved securities for investment under ORS 294.035; distribution. The State Treasurer shall prepare and keep current a list of agencies and instrumentalities of the United States with available obligations that any county, municipality, political subdivision or school district may invest in under ORS 294.035 (3)(a) and 294.040. The list shall be distributed, upon request, to any county, municipality, political subdivision or school district. [1973 c.157 §3; 1975 c.359 §4; 1995 c.245 §4; 2005 c.443 §22]

EXHIBIT 2

Authorized Investment Mix

Collaboration

CLACKAMAS FIRE DISTRICT #1

Authorized Investment Mix for Investments Outside LGIP

<u>Investment Types</u>	<u>Maximum % of Portfolio</u>
US treasury Bills, Bonds, Notes, & STRIPS	100%
Federal Agency Bonds and STRIPS	90%
Bank Liabilities	
CD's	50%
Bank Acceptance (25% w/any on bank)	50%
Repurchase Agreements	
With one institution	10%
Overnight Repos with one institution	25%
Commercial Paper A-2/P-2 or better	
Oregon Issue (up to 10% with any one)	20%
Savings and Loan Liabilities	
CD's (up to 150,000 w/any one institution)	25%

<u>Maturity Scheduling</u>	<u>Minimum % of Portfolio</u>
Under 30 Days	10%
Under 180 Days	50%
Under 270 Days	85%
Under 1 Year	100%

Clackamas Fire District #1

Ending Fund Balance

INTRODUCTION

Clackamas Fire District #1 follows a fiscal year that begins on July 1 of each year and ends on June 30 of the following year. The primary source of revenue for the district is property taxes, which are assessed effective July 1, but are usually not received until around the middle of November. The Fire District therefore must either operate on cash that is carried over from the previous year or borrow money to meet operating needs.

The Fire District carries an ending fund balance—or carryover—that is intended to provide working capital from the end of the fiscal year in July until the receipt of property tax revenue in mid-November. The working capital is referred to as “Ending Fund Balance” from the previous budget year which becomes “Beginning Fund Balance” in the following year. According to ORS 294.371,

“A municipal corporation may include in its budget an estimate of unappropriated ending fund balance for each fund, for use in the fiscal period following that for which the budget is being prepared. The estimate authorized by this section represents cash or net working capital which will be carried over into the year following the ensuing fiscal year for which the budget is being prepared...The unappropriated ending fund balance authorized by this section shall become a budget resource at the close of the ensuing fiscal year for the succeeding year.”

Because the ending fund balance becomes a resource at the beginning of the succeeding year, it is important to ensure that the district maintains the working capital in its ending fund balance to meet cash-flow requirements in the months preceding the receipt of tax dollars.

SCOPE

The ending fund balance policy applies only to the general fund and to the accounting line items identified as “Ending Fund Balance” and “Beginning Fund Balance” in the Fire District’s annual budget.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer of all Fire District financial accounts. The custodial officer has the responsibility to endure that the district can meet day-to-day demands and also to ensure that the district can access the resources necessary to meet cash flow requirements during the months prior to receiving property taxes. Among those responsibilities are:

- Recommending board action on cash-flow requirements.
- Taking the steps necessary to ensure that the district has the operating resources necessary to meet its cash-flow needs, and
- Developing contingency plans for those years when the district falls short of its cash flow needs.

In the absence of, or the request of, the custodial officer, the fire district's executive officer will have the authority and responsibility manage the district's financial accounts.

POLICY

It shall be the goal of the Board of Directors of Clackamas Fire District #1 to maintain sufficient resources in its ending balance to meet cash flow needs in the succeeding year. For the purposes of this policy, ending fund balance shall mean the sum of the amount budgeted as "ending fund balance" plus the amount budgeted as "restricted reserve." The baseline amount for determining the budgeted ending fund balance shall be calculated as 35% of the operating budget, which includes Personnel Services costs, Materials and Services costs and Capital Outlay.

The Board's objective shall be to maintain sufficient funds in ending fund balance and to avoid using debt financing to obtain operating capital. The Board of Directors recognizes that the local and regional economic environment, changes to the tax structure, and changes in consumer demand for service will at times make it impossible to allocate sufficient funds to meet the baseline amount described above. While tax anticipation borrowing may be acceptable on a short-term basis, it does not meet the board's policies over the long term.

GOALS

The goals of the ending fund balance policy are established below:

1. To meet cash flow needs by providing working capital during succeeding years' budgets
2. To reduce costs by limiting tax anticipation borrowing and by accruing interest revenue on the carryover funds.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless Fire District needs or known changes warrant a more frequent review.

Clackamas Fire District #1

Restricted (Catastrophic) Contingency Fund

INTRODUCTION

Clackamas Fire District #1 carries an ending fund balance that is proposed to provide working capital from the end of the fiscal year in July until the receipt of property tax revenue in the mid November. The working capital is referred to as “Ending Fund Balance” from the previous budget year which becomes “Beginning Fund Balance” in the following year. According to ORS 294.371,

“A municipal corporation may include in its budget an estimate of unappropriated ending fund balance for each fund, for use in the fiscal period following that for which the budget is being prepared. The estimate authorized by this section represents cash or net working capital which will be carried over into the year following the ensuing fiscal year for which the budget is being prepared...The unappropriated ending fund balance authorized by this section shall become a budget resource at the close of the ensuing fiscal year for the succeeding year.”

Ending fund balance (EFB) amounts are not appropriated, as such, the Fire District is highly restricted in its ability to redirect the EFB in the event a catastrophic natural disaster or other emergency. Ending fund balance amounts cannot be appropriated during the year during they are budgeted. Catastrophic events could cause the district to expend thousands or hundreds of thousands of dollars to mitigate the emergency and to protect the public against immediate threats to public and safety.

Maintaining a “restricted reserve” line item in the annual budget is an appropriate way to provide the district with financial liquidity in the event of a local or regional calamity, and ensure that the line item is not considered as part of general contingency.

SCOPE

The restricted (catastrophic) contingency policy applies only to the accounting line item identified as “Restricted Contingency” in the district annual budget. The policy is not intended to restrict the district’s use of general operating contingency which is transferred according to board action based on unanticipated general operating expenses.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer of all district financial accounts. The custodial officer has the responsibility to ensure that the district can meet day-to-day demands and also to ensure that the district can access the resources necessary to react to catastrophic events. Among those responsibilities are:

- Recommending board action on transfer to restricted contingency funds,
- Taking the steps necessary to recover restricted contingency funds from state and federal sources,
- Monitoring the use of restricted contingency funds to ensure compliance with applicable law.

In the absence of, or at the request of, the custodial officer, the fire district's executive officer will have the authority and responsibility manage the district's custodial accounts.

POLICY

It shall be the policy of the Board of Directors of Clackamas Fire District #1 to maintain a line item entitled "Restricted Contingency" within the district's annual budget. That line item will be established as a contingency account as provided in Oregon statutes. Restricted contingency funds are intended to provide liquidity to the district, and as such are restricted as follows:

- 1) The budget line item for the restricted contingency shall not exceed 10 percent of the total expenditures in the General fund;
- 2) Transfer from the restricted contingency shall only occur after the board adopts a resolution or ordinance authorization the transfer;
- 3) Transfer shall be made only to resolve immediate and catastrophic emergencies that threaten public health or public safety, such as,
 - a) Civil disturbance or other man-made disaster
 - b) Conflagration—either structural or wild—involving the Fire District's service area;
 - c) flood
 - d) hazardous materials leakage, explosion, or contamination;
 - e) earthquake or other calamity or natural disaster; or
 - f) significant disruption of the local or regional ambulance transportation infrastructure that endangers public health as determined by the authority having jurisdiction.
- 4) The district does not waive its right to seek reimbursement for expenses related to these emergencies.
- 5) The restricted contingency is not to be used in lieu of the general operating contingency.

In general, the restricted contingency account is expected to be used for unanticipated and unbudgeted events that are expected to last more than 7 days and cost more than \$50 thousand.

GOALS

The goals of the restricted contingency are established below:

- 1) To provide liquidity of capital in the event that an unanticipated and catastrophic events endangers the safety of the district's populace.
- 2) To protect the district against adverse timing of reimbursement from the Federal Emergency Management Agency (FEMA), from the state of Oregon through the Conflagration Act, or through other reimbursable expenditures.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless District needs or known changes warrant a more frequent review.

Clackamas ~~County~~ Fire District ~~No. 1~~

DEBT MANAGEMENT POLICY

Collaboration

Revised ~~June 15, 2015~~09/18/2023

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Clackamas ~~County~~ Fire District

~~No. 1~~ Debt Management Policy

1. BACKGROUND

Clackamas ~~County~~ Fire District ~~No. 1~~ is a full service fire district with substantial capital investment in the urban, suburban, and rural areas within Clackamas County. The District has grown rapidly in both population and assessed value during the last five years, and it appears that this trend will continue. One of Clackamas ~~County~~ Fire District's greatest attributes is its strong commercial and industrial base, the value of which provides an opportunity to leverage funds with limited impact on individual taxpayers.

In addition, the fire district has been an infrequent user of long-term debt instruments in the past, relying instead on short-term debt, such as occasional lease-purchase agreements or tax anticipation notes, to accomplish the mission of the District. In the future, the District may find it necessary to accomplish projects in the public good that require issuance of various types of debt. In order to make the best use of its funding dollar, and to formalize the philosophy of the Board of Directors regarding debt, the following Debt Management Policy is established.

2. GENERAL DEBT POLICY

Clackamas ~~County~~ Fire District ~~No. 1~~ maintains the fundamental philosophy of funding its programs, including capital outlay programs, through the use of internal funds whenever possible. In addition, the District will take every reasonable opportunity to apply for grant funding for capital purchases. Nevertheless, the District recognizes that at times long- or short-term funding may be necessary to maximize the value that the District provides to its stakeholders.

When programs are proposed to be funded through the use of debt, District personnel will first carefully evaluate the program in terms of necessity. The District will then determine if funding from other sources is possible or feasible, create maximum benchmarks for debt, as set forth herein, and arrange for financing, if deemed appropriate, on terms appropriate to the District's needs.

This Policy is intended to provide a general framework within which financing decisions can be made. Specifically, it reflects the limits established by the Board of Directors, and provides the ground rules by which requests for debt financing can be evaluated. The Policy will be reviewed by the Board annually as part of the review of the Board Policy Manual.

As used in this Policy, the term “debt” and “indebtedness” refers to the issuance of long- and short-term securities, capital leases and loans.

3. CHIEF FINANCIAL OFFICER

The Fire Chief has overall authority and responsibility for all financial matters of the District. The Fire Chief may appoint one person to act as the Chief Financial Officer. The Chief Financial Officer is charged with the responsibility to represent the District in all matters related to the issuance of debt. The Fire Chief and the Chief Financial Officer, or such person designated by the Fire Chief shall place debt issuances that exceed 60 days or \$50,000 before the Board of Directors for approval.

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4. SELECTION OF CONSULTANTS AND SERVICE PROVIDERS

The Chief Financial Officer, or their designee, shall be responsible for recommending the services of bond attorneys, financial advisors, underwriters, paying agents, and other service providers as necessary. The selection process shall follow applicable purchasing rules and procedures and shall be performed so as to promote participation from qualified service providers and to secure services at competitive prices. The Board of Directors shall make the selection, taking into account these recommendations.

5. COMPREHENSIVE CAPITAL PLANNING AND FINANCING SYSTEM

A. Capital Planning and Financing System.

The District shall develop a capital planning and financing system for use in preparing a multi-year Capital Projects Plan for (1) real estate purchases and improvements (2) facility construction, and (3) purchasing and improving apparatus and other equipment. The Capital Projects Plan shall be reviewed at least annually by the Board of Directors and will be used in preparing the District's annual budget. Division Managers shall prepare five to fifteen year capital plans and will submit those plans to the Fire Chief for inclusion in the Capital Projects Plan. Overall responsibility for coordinating and preparing the Capital Projects Plan will reside with the Budget Officer. Responsibility for adopting the Capital Projects Plan resides with the Board of Directors.

~~The Capital Projects Plan shall at least include an overview of planned projects, a description of the anticipated sources of funds, the timing of capital projects, the effect of the projects on overall District indebtedness, including potential bond sales or loans, annual debt outstanding, reserves, and debt service requirements. The plan shall also analyze the conformance of planned debt financings with Policy targets regarding the (1) magnitude and composition of the District's indebtedness, and (2) the economic and fiscal resources of the District to bear such indebtedness over the life of the debt.~~

B. Debt Calendar and Financing Priorities.

The Chief Financial Officer, or their designee, shall be responsible to oversee and coordinate the timing, process of issuance, and marketing of the District's borrowings and capital funding activities required in support of the Capital Projects & Replacement Plans. In this capacity, the Chief Financial Officer, or their designee, shall make recommendations to the District Board regarding necessary and desirable actions and shall

keep it informed through regular and special reports as to the progress and results of current-year activities under the Plan.

C. Maintenance, Replacement, and Renewal.

Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize the useful life of the District's capital assets, the District should set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal as approved in Capital Projects & Replacement Plans.

D. Debt Authorization.

No District debt issued for the purpose of funding capital projects shall be authorized by the District Board of Directors unless it has been included in the Capital Projects & Replacement Plans or until the Board has modified the Plan. Such modification shall occur only after the Board has received a report of the impact of the contemplated borrowing on the existing Capital Projects & Replacement Plans and recommendations as to the financing arrangements from the Chief Financial Officer, or their designee.

6. SECURITY PLEDGE

District revenues shall not be pledged as security on any debt issuance or loan unless an analysis has been performed to evaluate the risks to District resources from repayment of such debt, and that such risk is determined to be at a level acceptable to the Board of Directors.

7. LIMITATIONS ON DISTRICT INDEBTEDNESS

A. Limits on Total District Indebtedness.

The Fire District shall limit total indebtedness pursuant to ORS 478.410, which currently sets a maximum debt limit of one and one quarter percent (1.25%) of the real market value of all taxable property within the District.

B. Limitations on Limited-tax Obligations.

The District may enter into purchase agreements, financing agreements, lease-purchase agreements or other agreements to finance the acquisition of assets or capital improvements within the limitations of Article XI, Sections 11 and 11b of the Oregon Constitution. Annual aggregate debt service for outstanding limited-tax obligations and any new limited-tax obligations shall not exceed five percent (5%) of the District's budgeted General Fund expenditures in the year any new limited-tax obligations are to be incurred. Exceptions to the 5% limitation include tax anticipation notes and pension obligations.

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8. TYPES, STRUCTURE, AND TERM OF DEBT AUTHORIZED

Repayment of authorized debt obligations shall be designed to facilitate revenue flow expectations to ensure matching of revenues and debt service payments, to allow flexibility for early redemption, and to facilitate competitive rates.

The Board of Directors desires to retire all debt in as short a term as possible, recognizing that those shorter time periods require higher annual payments. For loans and bonded debt, a maturity of ten years or less is desired, and no loan or bond shall mature more than the greater of (1) 20 years from the date of issuance or (2) after a period of time that exceeds 40 percent of the useful life of the assets being financed with the proceeds of the borrowing. Leases and short-term borrowings shall not exceed five years.

The District shall establish, to the extent possible, a payment schedule based upon fixed interest rates and a level debt service structure in aggregate with outstanding and planned future indebtedness. Optional redemption provisions may be used in accordance with State statute. Term bonds may be used to meet investor demand.

9. METHOD OF SALE

A. Competitive Sale.

The District shall seek to issue its debt obligations in a competitive sale unless the Chief Financial Officer, or their designee, determines that such a sale method will not produce the best results for the District. In instances where the District, in a competitive bidding for its debt securities, deems the bids received as unsatisfactory or does not receive bids, it may, at the direction of the Board of Directors, enter into negotiation with one or more underwriters for the sale of the securities.

B. Negotiated Sale.

When determined appropriate by the Chief Financial Officer, or their designee, and approved by the Board of Directors, the District may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue-by-issue basis, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this Policy.

C. Private/Direct Placement.

When determined appropriate by the Chief Financial Officer, or their designee, and approved by the Board of Directors, the District may elect to sell its debt obligations through a private/direct placement or limited public offering. If the District anticipates several private placement financings, the District may elect to complete a Request for Proposal process in order to establish a Financing Entity of Record.

The services of a financial advisor or placement agent may be obtained to assist in the Request for Proposal process.

10. SHORT-TERM DEBT AND INTERIM FINANCING

A. Lines and Letters of Credit.

Where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the District with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing for such lines or letters of credit must be planned for and determined to be feasible by the Chief Financial Officer, or their designee. Any agreements with financial institutions for the acquisitions of lines or letters of credit shall be approved by the District Board of Directors. Lines and letters of credit shall be in support of projects contained in the approved Capital Projects & Replacement Plans, or shall be for the purposes of obtaining tax, revenue or grant anticipation financing.

B. Bond Anticipation Notes.

Where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District may choose to issue Bond Anticipation Notes as a source of interim capital project financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Chief Financial Officer, or their designee. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization by and approval of the District Board of Directors.

C. Tax and Revenue Anticipation Notes.

The District will at all times attempt to maintain an ending fund balance at the end of each fiscal year that is at least sufficient to meet the organization's financial needs until November 15 of the following fiscal year. Further, the District will attempt to increase its ending fund balance over time so that future Tax Anticipation Borrowings can be avoided. However, where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District may choose to issue Tax and Revenue Anticipation Notes as a source of internal working capital and cashflow needs. Before issuing such notes, cashflow projections will be prepared and reviewed by the Fire Chief and the Chief Financial Officer, or their designee. Tax and revenue anticipation notes may be sold in either a competitive, negotiated sale, or private placement subject to authorization and approval by the District Board of Directors.

11. FINANCING PROPOSALS.

Any capital financing proposal involving a pledge or other extension of the District's credit through the sale of securities, execution of loans or leases, or making guarantees or otherwise involving directly or indirectly the lending or pledging of the District's credit shall be referred to the Finance

Director. The Chief Financial Officer, or their designee, together with the Fire Chief shall, in a timely manner, analyze the proposal, respond to the proposal, and recommend to the Board the required action to be taken.

12. DERIVATIVE PRODUCTS.

The District will not enter into contracts or agreements involving interest rate swaps, floating/fixed rate auction or reset securities, or other forms of debt bearing synthetically determined interest rates as authorized under Oregon statutes.

13. OTHER POLICIES AND REQUIREMENT'S

The annual audit of the District shall describe in detail all funds and fund balances established as part of any direct debt financing of the District. The audit may also contain a report detailing any material or rate covenants contained in any direct offering of the District and whether or not such covenants have been satisfied.

14. ONGOING DISCLOSURE.

The Chief Financial Officer, or their designee, shall be responsible for providing ongoing disclosure information to established state and national information repositories, rating agencies, insurers and investors and for maintaining compliance with continuing disclosure undertakings as required by state and national regulatory bodies. Disclosure shall take the form of the Annual Audited Financial Statement unless information is required by a particular bond issue that is not reasonably covered within the Annual Audited Financial Statement. The District will follow the Standard Operating Procedure for Bond Post-Issuance Compliance, incorporated into this Policy by reference.

15. SPECIAL FUNDS.

A. Dedication of Special Funds.

Special funds dedicated for capital projects will be segregated in the accounting system and used only for the intended capital purposes.

B. Interfund Borrowing.

The District may at times, subject to Board approval, engage in borrowing between funds to meet operating capital, cashflow, or other requirements. When interfund borrowing occurs the Chief Financial Officer, or their designee, will ensure that the appropriate funds are repaid during the same budget year in which they are borrowed. That repayment will include interest in the amount that would have been earned had the interfund borrowing not occurred. When appropriate or prudent the Board of Directors may authorize interfund borrowing for longer terms.

C. Disposition of Assets.

The District may at times dispose of assets. Money generated through the disposition of surplus property shall be deposited as a resource of the appropriate reserve fund. The District will follow the procedures defined in the Disposal of Equipment and Scrap Standard Operating Procedure, which is incorporated by reference in this Policy.

16. GLOSSARY OF TERMS

Ad Valorem Tax: a tax calculated “according to the value” of property. Such a tax is based on the assessed valuation of real and tangible personal property.

Advance Refunding: a procedure whereby outstanding bonds are refinanced by the proceeds of a new bond issue. Typically an advance refunding is performed to take advantage of interest rates that are significantly lower than those associated with the original bond issue or to remove restrictive language.

Arbitrage: the difference between the interest rate cost of a debt instrument and the rate of interest earned on the investment of the proceeds. Federal law limits the amount of interest cities earn on proceeds of debt issuance.

Bond: includes bonds, debentures, notes, certificates of indebtedness, mortgage certificates, or other obligations or evidences of indebtedness of any type or character.

Bond Counsel: an attorney (or firm of attorneys) retained by the issuer; provides the legal opinion validating the purpose and taxability of the securities. Bond counsel may prepare or review and advise the issuer regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings, disclosure requirements and litigation.

Bond Insurance: an insurance policy purchased by an issuer; it guarantees the payment of principal and interest to the bond holders. This security provides a higher credit rating and thus a lower borrowing cost for an issuer.

Capital Projects & Replacement Plans: a plan outlining capital needs for a specified time period.

Capital Lease: an acquisition of a capital asset over time rather than merely paying rent for temporary use. A lease-purchase agreement, in which provision is made for transfer of ownership of the property for a nominal price at the scheduled termination of the lease, is referred to as a capital lease.

Capitalizable Lease: A lease whose terms transfer the risk and responsibility of ownership to the lessee based on a financial analysis according to Generally Accepted Accounting Principles.

Competitive Sale: a bond sale conducted through a sealed bid, containing price and terms, submitted by a prospective underwriter(s) to an issuer, who awards the contract to the bidder with the best price and terms.

Continuing Disclosure: requirement by the Securities and Exchange Commission; issuers of municipal debt are usually to provide current financial information (and other information as required in the Official Statement) to a central informational repository for access by the general marketplace.

Debt Service Reserve Fund: the fund into which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements; commonly a requirement of revenue bonds and funded with debt proceeds.

Derivatives: a financial product, the value of which is derived from the value of an underlying asset, reference rate, or index. Typically these agreements are contracts between a lender/investor and a borrower.

Financial Advisor: a consultant who advises an issuer on matters pertinent to a debt issue, such as structure, sizing, timing, marketing, pricing, terms and bond ratings.

Financing Team: the group of professionals consisting of District staff, Bond Counsel, Underwriters and Financial Advisors that work together to issue bonds.

General Obligation Bonds (GO): bonds which are secured by the full faith and credit and taxing power of the municipality and use funds that are legally available for payment of debt service. A District can issue ad valorem GO bonds with voter approval, which are repaid solely from ad valorem taxes, or non-ad valorem bonds which are repaid from legally available general fund revenues by a covenant to budget and appropriate.

Internal Financing: temporary provision of non-restricted and available funds under certain terms to a related, internal or wholly controlled fund or entity. Results in use and replenishment of fund balance.

Loan: A negotiated, arms-length, enforceable transaction where a lender lends money under certain terms which specify interest, periodic payments, and the duration of those payments.

Master Lease Agreement: a pre-determined lease agreement between a District and a provider to lease equipment whose useful life is too short to finance with long-term debt.

Negotiated Sale: underwriting of a new securities issue in which the spread between the purchase price paid to the issuer and the public offering price is determined through negotiation with one or more underwriters rather than multiple competitive bidding.

Paying Agent: an agent of the issuer; has the responsibility for timely payment of principal and interest to bond holders.

Present Value: the value of a future amount or stream of payments stated in current dollars.

Project: any capital expenditure the Board of Directors deems to be for a public purpose.

Reserve Fund: a reserve usually in the amount of one annual debt service payment and required by the terms of a bond issue; established in case of a shortfall in current revenues.

Tax Anticipation Note (TAN): a short-term obligation of a state or municipal government to finance current expenditures pending receipt of expected tax payments.

Underwriter: the firm that purchases a security (bond) offering from a governmental issuer for resale.

Yield Restriction: the investment of bond proceeds in financial instruments that earn interest rates which are not significantly higher than the cost of borrowing.

Collaboration

CLACKAMAS FIRE DISTRICT

Policy Title: Purchasing Policy	
Version Number: 2	Version Effective Date: Not Set
Issuing Department: Financial Services	Policy Number: SOP-03-011

Printed copies are for reference only. Please refer to the electronic copy for the latest version.

PURPOSE: To establish a uniform method of procurement ~~and purchasing management procedures consistent with District policy and public contracting rules, Oregon Revised Statutes, and Oregon Administrative Rules, to the extent applicable~~ procedures for employees to follow that complies with Oregon public contracting laws, establishes approval authority for expenditures to ensure accountability, and promotes the efficient use of district resources through competition.

POLICY: The District adopts the Oregon Public Contracting Code (ORS 279A, 279B, 279C) and the Attorney General Model Rules (OAR Chapter 137, Divisions 46-49), except for exemptions adopted by the District’s Local Contract Review Board here and in the Special Procurements Policy. Clackamas Fire District #1 (“District” or “CFD1”) will provide a standardized system of purchasing management within the guidelines provided by the District’s Purchasing Policy and Procedures and Public Contracting Rules (see Appendix A), Oregon Revised Statutes (“ORS”), and Oregon Administrative Rules (“OAR”), to the extent applicable.

~~Pursuant to ORS 279A.065(5), the District has opted out of the AGs Model rules, and adopted its own Public Contracting Rules. The District’s Public Contracting Rules reflect and incorporate the Oregon Public Contracting Code, Revised Statutes, Chapters 279A, 279B, and 279C. Where appropriate, in accordance with Local Contract Review Board (LCRB) Resolution #13-01, the LCRB has made all required findings and approvals necessary to authorize the adoption of the following purchasing policies.~~

PROCEDURE:

~~I. GENERAL POLICY~~

- ~~A. The District will follow the Public Contracting Rules adopted by the Board for its purchasing policy and procedures, unless otherwise stated in this Standard Operating Procedure (SOP). These rules explain all the requirements needed to solicit a goods and services, public improvements contracts, and personal services. Personnel authorized to perform purchasing for CFD1 will do so within the policies and laws cited in this (SOP).~~
- ~~B. All contracts will be awarded by competitive process, except as otherwise~~

~~allowed by the District's public contracting rules, state statutes, OARs, the guidelines of this SOP, LCRB resolutions, and/or as authorized by Board policy.~~

- ~~C. Purchases and contracts that are not subject to competitive solicitation requirements, including extended personal services contracts or those entered into or extended by direct appointment, and that are within budgeted parameters may be executed without further approval by the Board. These items include, but are not limited to employee insurance, including workers' compensation, medical, dental, or life; taxes and PERS payments; investment purchases as authorized by Board policy or other adopted investment policies; payments on personal services contracts within contracted amounts for legal and medical supervision services, dispatch, data, and video and voice connectivity; and property and liability insurance purchases.~~
- ~~D. The District is tax exempt as a political subdivision or instrumentality of government under Internal Revenue Code Section 115.~~

I. AUTHORITY AND RESPONSIBILITY

- A. Purchase Authorization: Purchases are not authorized until a Munis requisition has been fully approved, except as allowed by purchasing cards (Section V) or emergency procurements (Section VII). Please see the Requisition Guide for instructions on creating a requisition.
- B. Employees: Employees have the authority to purchase for the District when specifically permitted by their Department Head.
- C. Department Head: A Department Head is a program manager, station captain, battalion chief, division chief, or assistant chief assigned to a program or station. Department Heads are responsible for supervising and controlling the budget for their assigned Org unit(s). Department heads are authorized to approve purchases which do not exceed \$10,000 and are within budget parameters.
- D. Finance Manager: The Finance Manager will review purchases exceeding \$10,000 to ensure they are within budget parameters and comply with the Purchasing Policy.
- E. Division Chiefs: Division Chiefs are authorized to approve purchases which do not exceed \$30,000 and are within budget parameters.
- F. Fire Chief, Assistant Chiefs, and Chief Financial Officer: The Board of Directors authorizes the Fire Chief and their designees (i.e., Assistant Chiefs and the Chief Financial Officer) to approve purchases that are subject to competitive solicitation requirements without prior approval of the Board, provided such purchases do not exceed \$100,000 and are within budget parameters.
- G. Board of Directors: Prior to execution, the Board of Directors must approve all

purchases or contracts that exceed \$100,000 except in cases of emergency or contracts extended per Section XII.

1. Purchases and contracts that are not subject to competitive solicitation requirements, including extended personal services contracts or those entered into or extended by direct appointment and that are within budgeted parameters may be executed without further approval by the Board. These items include, but are not limited to employee insurance, including workers' compensation, medical, dental, or life; taxes and PERS payments; investment purchases as authorized by Board policy or other adopted investment policies; payments on personal services contracts within contracted amounts for legal and medical supervision services, dispatch, data, and video and voice connectivity; and property and liability insurance purchases.

~~E. Board of Directors: Prior to execution, the Board of Directors must approve all purchases or contracts that exceed \$50,000 except in cases of emergency and certain contract extensions.~~

~~➤ Please refer to the policy on "Contracts, Signatures, and Financial Authority" for parties authorized to approve and sign contracts.~~

~~F. Fire Chief, Assistant Chiefs, and the Chief Financial Officer: The Board of Directors authorizes the Fire Chief and their designees (i.e., Assistant Chiefs and the Chief Financial Officer) to approve purchases that are subject to competitive solicitation requirements without prior approval of the Board, provided such purchases do not exceed \$50,000 and are within budget parameters.~~

~~G. Division Chiefs: Division Chiefs are authorized to approve purchases, provided such purchases do not exceed \$15,000 and are within budget parameters.~~

~~H. Finance Manager: The Finance Manager will review purchases exceeding \$5,000 to ensure they are within budget parameters and comply with the Purchasing Policy.~~

~~I. Department Head: Budget control begins with the individual responsible for a cost center within the overall District budget. A cost center includes stations and programs such as wellness, volunteers, fire prevention, training, and individual fire stations. A full list of the current cost centers may be found in Budget Documents on the Fire District's internal D1Net. The budget responsibility for the cost center lies with the individual program manager, station captain, battalion chief, division chief or assistant chief assigned to the program or station. For the purposes of this policy, this individual will be known as the Department Head, and is responsible for exercising general supervision and control over their budget. The Department Head is authorized to approve purchases, provided such purchases do not exceed \$5,000, unless otherwise specified above in Subsection B and C, and are within budget parameters.~~

~~➤ Delegation of authority: Purchasing responsibility may be delegated to a~~

~~subordinate with the understanding that ultimate budget responsibility remains with the individual assigned overall budget responsibility. No expenditure will be made without express authorization and request of the individual responsible for the cost center.~~

~~J. Employee: Employees must have been granted authority to purchase for the District by their Department Head or as delegated under the Purchase Card SOP or Petty Cash procedures. Each employee is responsible for knowing their individual purchase authority.~~

~~K. Completed authorization: Vendor purchases are authorized when a Munis requisition has been approved, except as allowed by the Purchasing Card SOP or emergency procedures described herein.~~

II. SIGNATURES

A. Contracts can only be signed by designated District members after proper review and authorization. Please refer to ~~Contracts Signatures and Financial Authority SOP-03-003 Contracts, Approvals, and Signatures.~~

III. ~~PURCHASING GUIDELINES~~ GOODS & SERVICES AND TRADE SERVICES

A. "Goods" include supplies, equipment, materials, and personal property, including any tangible, intangible and intellectual property. "Services" mean all non-personal services. "Trade Services" are emergency work (except public improvement), minor alteration, and ordinary repair or maintenance services.

B. Solicitation thresholds for Goods & Services and Trade Services are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.

➤ Unless a special procurement or exemption applies, when the purchase amount is estimated to be:

(1) Less than or equal to \$10,000: No quotes are required.

However, obtaining three verbal quotes is recommended.

(2) Over \$10,000 and less than or equal to \$150,000: Three written quotes are required.

(3) Over \$150,000: A formal solicitation process (Invitation to Bid or Request for Proposals) is required. Please reach out to the Finance Manager for further guidance.

~~Over \$5,000 but no more than \$15,000: Requires review and approval from the individual responsible for the cost center, a Division Chief, and the Chief Financial Officer. Three written quotes are required in conformance with the procedures set forth in District Public Contracting Rule 137-047-0270 (see Appendix A – p.18) and ORS 279B.070.~~

~~Greater than \$15,000 but no more than \$50,000: Requires the authorization, approval, and/or review~~

~~from the individual responsible for the cost center, the Chief Financial Officer, an Assistant Chief, or the Fire Chief. Three written quotes are required.~~

~~Greater than \$50,000, but no more than \$150,000: Requires additional authorization and approval from the Board of Directors. Three written quotes are required.~~

~~Unless exempted, purchases exceeding \$150,000: In addition to requirements above, these purchases will require a formal Invitation to Bid or Request for Proposals process. See District Public Contracting Rules 137-047-0260 (see Appendix A—p. 56) for further information.~~

IV. PERSONAL SERVICES – OTHER THAN ARCHITECT AND ENGINEER

A. “Personal Services other than architect and engineer” shall be defined to include those services that require specialized technical, creative, professional, or communication skills or talents, unique and specialized knowledge, or the exercise of discretionary judgement, and for which quality of the service depends on attributes that are unique to the service provider. Examples include, but are not limited to the following: attorneys, accountants, auditors, trainers, speakers, computer programmers, artists, designers, performers, and consultants certified or licensed professionals, and consultants.

<u>Expenditures Levels</u>	<u>Written Quotes Required</u>	<u>Approval of Responsible Department Head</u>	<u>Approval of Finance Manager</u>	<u>Approval of Division Chief</u>	<u>Approval of Fire Chief, Assistant Chief, or CFO</u>	<u>Approval of Board of Directors</u>
<u>Goods or Services and Trade Services</u>						
<u>Less than \$10,000</u>	<u>N</u>	<input checked="" type="radio"/>				
<u>\$10,000 - \$25,000</u>	<u>Y</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>		
<u>\$25,000 - \$100,000</u>	<u>Y</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
<u>Over \$100,000</u>	<u>Y</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
<u>Over \$150,000</u>	<u>Unless exempted, a formal solicitation process is required. Contact Finance Manager.</u>					
<u>Personal Services</u>						
<u>Less than \$10,000</u>	<u>N</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
<u>\$10,000 - \$100,000</u>	<u>Y</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
<u>Over \$100,000</u>	<u>Y</u>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Public Improvement and Public Works (Construction Projects)	
<u>Less than \$10,000</u>	<u>No quotes required. 3 verbal quotes is recommended.</u>
<u>\$10,000 - \$50,000</u>	<u>3 written bids. Prevailing wage not required.</u>
<u>\$50,000 - \$100,000</u>	<u>3 written bids. Prevailing wage required.</u>
<u>Over \$100,000</u>	<u>Formal solicitation required (contact Finance Manager for ITB). Prevailing wage required. Board approval required.</u>

B. Solicitation thresholds for Personal Services other than architect and engineer are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.

C. Exemptions and requirements for Personal Services procurements are listed in Section XV below.

~~**Personal Services**—Personal Services are defined in District Public Contracting Rule 137-046-0110(23) and (24) (see Appendix A—p. 2) and are also commonly referred to as ‘independent contractor’, ‘professional services’, or ‘consulting services.’ Personal Services contracts engage third party service providers who possess professional knowledge or specialized skills required to perform the service. Examples include: doctor, financial advisor, attorney, auditor, mediator, real estate broker, trainer/speaker, and lobbyist.~~

~~In all cases, the District shall follow the rules and procedures in District Public Contracting Rule E-17 (see Appendix A—p. 90) unless governed by Public Contracting Rules, Division 48 (see Appendix A—p. 37).~~

M.D. Employee vs. Independent Contractor Determination: Generally, an established vendor is an independent contractor. A compensated individual, like a sole proprietor, who works for the District providing personal services, may be considered an employee unless the individual is capable of meeting the requirements to be categorized as an independent contractor pursuant to OAR 471-031-0181.

N.E. District Employees as Independent Contractors: In very rare cases, a District employee may contract with the District as a vendor:

~~1.~~

2.1. The employee must be classified as an independent contractor by Finance and Human Resources.

2. The employee is required to execute a formal contract under the employee’s business name, and the contract may only be awarded to the employee after an appropriate competitive solicitation.

3. The employee must abide by SOP-10-004 Conflict of Interest and Ethical Conduct Code.

- a) ~~Unless a special procurement or exemption applies, when the total Personal Services contract is estimated to be:
 - (1) ~~No more than \$ 10,000: No quotes are required, however, obtaining three verbal quotes is recommended. Approval from the Chief Financial Officer and an Assistant Chief, or the Fire Chief is required.~~
 - (2) ~~Over \$10,000 to \$50,000: Three written quotes are required per District Public Contracting Rule E-17 (see Appendix A – p. 90). Approval from the Chief Financial Officer and an Assistant Chief, or the Fire Chief is required.~~
 - (3) ~~Over \$50,000: Three written quotes are required per District Public Contracting Rule E-17 (see Appendix A – p. 90). Approval from the Chief Financial Officer and an Assistant Chief, or the Fire Chief is required. Additional approval from the Board of Directors is required.~~~~

V. PURCHASING CARDS – DISTRICT CREDIT CARDS

- A. The District has a Purchasing Card or “P-Card” program available to authorized personnel. See P-Card Policy.

VI. GRANT PURCHASES

- A. Grants may require additional purchasing conditions and documentation. Please reach out to the Finance Manager for further guidance before making purchases for grants.

VII. SPECIAL PROCUREMENTS AND EXEMPTIONS

- A. “Special Procurements and Exemptions” are processes that allow for contracting procedures that differ from those described in the sections above. Please refer to SOP 03-014 Special Procurements Policy for rules and guidelines on the following types of procurements:
 - 1. Sole Source
 - 2. Special
 - 3. Class Exemption
 - 4. Emergency
 - 5. Cooperative

VIII. PERSONAL SERVICES – ARCHITECT & ENGINEER

- A. Architect, Engineer, and related Services are a special class of Personal Services Contracts, which includes architects, engineers, photogrammetrists, transportation planners, and land surveyors. Purchase of these services is subject to OAR 137-048.

B. Personnel should reach out to the District's Finance Manager for assistance with architect and engineer services.

IX. PUBLIC IMPROVEMENT AND PUBLIC WORKS

A. Public Improvement Services means professional services that are required to be performed by a contractor for the construction, reconstruction or major renovation on District owned real property. Purchase of these services is subject to ORS 279C.

B. Public works includes roads, highways, buildings, structures and improvements of all types, the construction, reconstruction, major renovation, or painting of which is carried on or contracted for by any public agency to serve the public interest.

C. Prevailing wage rates are required for any public works project greater than \$50,000. Solicitation and contracting must follow ORS 279C.800 to ORS 279C.870.

D. Solicitation thresholds for Public Improvement and Public Works are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.

1. Unless a special procurement or exemption applies, when the purchase amount is estimated to be:

a. Under \$10,000: No quotes are required. However, obtaining three verbal quotes is recommended.

b. Over \$10,000 and less than or equal to \$50,000: Three written bids required through informal solicitation; Prevailing wage not required.

c. Over \$50,000 and less than or equal to \$100,000: Three written bids required through informal solicitation; Prevailing wage required.

d. Over \$100,000: Formal solicitation (ITB) required; Prevailing wage required.

E. Personnel should reach out to the Finance Manager for assistance with public improvement solicitations.

X. SHIPPING AND RECEIVING

A. Physical goods must be shipped directly to the Logistics department by the vendor at 15800 SE 130th Ave, Clackamas, OR 97015. Logistics will receive the goods and deliver them to the appropriate Station or Department. Logistics is responsible for checking physical goods received against the purchase order for conformance to quality, quantity, and specifications.

B. Departments have the option of performing goods receipt on services and intangible goods. More on the goods receipt process can be found in the Goods Receipt Guide.

XI. INVOICES

A. Invoices must be sent directly to Departments by vendors. Departments must ensure that the quantity and value invoiced matches with the purchase order and what was

actually received by Logistics. The Accounts Payable Process Memo provides detailed instructions to assist Departments with these steps.

XII. CONTRACT AMENDMENTS

- A. The District may amend a contract pursuant to OAR 137-047-0800.
- B. Cumulative amendments may not increase the total contract price to a sum that exceeds 125% of the original contract price.
- C. Board authority is not needed if the dollar amount of the total contract falls within the approved budget.

XIII. EMPLOYEE REIMBURSEMENT – REQUEST FOR CHECK

- A. District employees will be reimbursed when prior approval has been given and the employee incurs personal expense for the purchase of goods, training, or travel for the District:
 - 1. To seek reimbursement, the employee should submit a Request for Check in Munis following the procedures outlined in the Request for Check Guide.
 - 2. For training and travel use, the employee must attach an approved Travel Authorization JotForm to their Request for Check. This form must be completed prior to the event/travel.
 - 3. For mileage, the employee must attach an approved Mileage Reimbursement JotForm to their Request for Check.
 - 4. Tuition reimbursement must be pre-approved by the Human Resources Officer prior to enrollment. See Education Assistance Program. The Human Resources Officer will enter the Request for Check on behalf of the employee.
- B. Except for expenses covered by authorized per diem rates, employees must submit receipts/invoices with reimbursement requests.
- C. Except for emergencies, employees are encouraged to use one of multiple methods for purchasing goods/services using Fire District funds (purchase orders, pick tickets, P-Cards). Use of personal funds for Fire District purchases should be very minimal, if at all.
- D. Training and travel reimbursement must follow the policies and procedures in Travel Authorization and Expense Reimbursement.

XIV. SURPLUS PROPERTY

- A. The District will follow the procedures set forth in Disposal of Equipment and Scrap Items.

XV. EXEMPTIONS FOR PERSONAL SERVICES OTHER THAN ARCHITECT, ENGINEERING, AND/OR SURVEYING SERVICES

- A. The following exemptions were adopted by the Board under Resolution #13-01.
- B. Either the following procedures or those set forth in OAR Chapter 137, Division 47, will be used to retain the services of independent contractors, other than architects, engineers, land surveyors, or other professionals otherwise exempt from these Rules or the Model Rules.
- C. Nothing in this section shall apply to the employment of regular District employees unless otherwise approved by the local contract review board or its designee, or personal service contract.
- D. Unless otherwise approved by the District, personal service contracts shall require the contractor to defend, indemnify, and hold harmless the District, its officers, agents and employees from and against any and all claims or demands for damages of any kind arising out of or connected in any way with the contractor's performance thereunder and shall include a waiver of contractor's right to indemnification and defense under the Oregon Tort Claims Act.
- E. Unless otherwise approved by the District, all personal service contracts shall contain a provision requiring the person or entity providing the service to obtain and maintain liability insurance coverage in at least the District's tort liability limits, naming the District as an additional named insured during the life of the contract.
- F. All personal service contracts shall contain all contract provisions mandated by State law. These provisions may be incorporated in the personal service contract by reference to State law, unless State law provides otherwise. The District's attorney will prepare model contract provisions for use in the District's personal service contracts.
- G. The following procedure shall be observed in the selection of personal service contractors:
1. For personal service contracts involving an anticipated fee of \$10,000 or less per annum, the District may negotiate a contract for such services with any qualified contractor it selects.
 2. For personal service contracts involving an anticipated fee of more than \$10,000 per annum, the District shall solicit at least three (3) prospective contractors who shall appear to have at least minimum qualifications for the proposed assignment, notify each prospective contractor in reasonable detail of the proposed assignment, and determine the prospective contractor's interest and ability to perform the proposed assignment.
 3. The District may arrange for any or all interested prospective contractors to be interviewed for the assignment by an appropriate District employee or by an interview committee.

4. Following a review of the qualifications and interview, where conducted, of the interested prospective contractors, the District may select the prospective contractor, and shall prepare a personal service contract.
- H. The above provisions regarding selection procedures do not apply to extensions, amendments, modifications or supplements to executed personal service contracts.
- I. Criteria to be considered in the evaluation and selection of a personal service contractor may include, but is not limited to:
 1. Total cost to the District.
 2. Specialized experience in the type of work to be performed.
 3. Capacity and capability to perform the work, including any specialized services within the time limitations for the work.
 4. Educational and professional record, including past record of performance on contracts with governmental agencies and private parties with respect to cost control, quality of work, ability to meet schedules, and contract administration, where applicable.
 5. Availability to perform the assignment and familiarity with the area in which the specific work is located, including knowledge of design or techniques peculiar to it, where applicable.
 6. Any other factors relevant to the particular contract.
- J. The selection procedures described in this section may be waived by the District, in its discretion, where an emergency exists that could not have been reasonably foreseen which requires such prompt execution of a contract to remedy the situation that there is not sufficient time to permit utilization of these selection procedures.
- K. The District or its designee is authorized to sign all personal service contracts, unless otherwise established by District policy.
- L. Nothing contained in this section shall preclude the District from complying with provisions of Federal or State law that require the District to utilize a different selection or contracting procedure.

XVI. FAILURE TO FOLLOW PURCHASING POLICY

- A. Employees who do not follow the District's purchasing policy will have their supervisor notified. If problems persist, the supervisor will work with the District's Human Resources Department for resolution of the situation.



POLICY PURPOSE: To establish special procurement and exemption guidelines.

POLICY INTENT: The District adopts the Oregon Public Contracting Code (ORS 279A, 279B, 279C) and the Attorney General Model Rules (OAR Chapter 137, Divisions 46-49), except for exemptions adopted by the District’s Local Contract Review Board here and in the Purchasing Policy.

PROCEDURE:

I. SPECIAL PROCUREMENTS – GENERAL

- A. This Special Procurements Policy contains contracting procedures that differ from the procedures described in [SOP-03-011 Purchasing Policy](#).
- B. Unless specifically stated, the District may purchase goods and services within the below categories, regardless of the dollar amount of the contract, with no competitive bidding required.
- C. The Board must approve any contracts awarded pursuant to a special procurement if the contract price exceeds the Fire Chief, Assistant Chiefs, and Chief Financial Officer delegated authority—currently \$100,000—under [SOP-03-011 Purchasing Policy](#).

II. SOLE SOURCE

- A. The Board, acting as the Local Contract Review Board may enter into a sole source procurement pursuant to ORS 279B.075.
- B. The determination of a sole source must be based on written findings that may include:
 - 1. That the efficient utilization of existing goods requires acquiring compatible goods or services;
 - 2. That the goods or services required to exchange software or data with other public or private agencies are available from only one source;

3. That the goods or services are for use in a pilot or an experimental project; or
 4. Other findings that support the conclusion that the goods or services are available from only one source.
- C. To the extent reasonably practical, the District shall negotiate with the sole source to obtain contract terms that are advantageous to the District.

III. SPECIAL PROCUREMENT

- A. "Special Procurement" means a contracting procedure that differs from the procedures described in [SOP-03-011 Purchasing Policy](#) and is for the purpose of entering into a single contract or a number of related contracts on a one-time basis or for a single project.
- B. The Board, acting as the Local Contract Review Board, may enter into a special procurement pursuant to ORS 279B.085.
- C. The determination of a special procurement must be based on written findings:
1. Is unlikely to encourage favoritism in the awarding of public contracts or to substantially diminish competition for public contracts; AND
 2.
 - a. Is reasonably expected to result in substantial cost savings to the District or to the public; or
 - b. Otherwise substantially promotes the public interest in a manner that could not practicably be realized by complying with requirements that are applicable under ORS 279B.055 (Competitive sealed bidding), 279B.060 (Competitive sealed proposals), 279B.065 (Small procurements) or 279B.070 (Intermediate procurements) or under any rules adopted thereunder.
- D. Public notice of the approval of a special procurement must be given in the same manner as provided in ORS 279B.055.
- E. If the District intends to award a contract through a special procurement that calls for competition among prospective contractors, the District shall award the contract to the offeror the District determines to be the most advantageous to the District.

IV. CLASS EXEMPTION

- A. "Class Exemption" means a contracting procedure that differs from the procedures described in [SOP-03-011 Purchasing Policy](#) and is for the purpose of entering into a series of contracts over time or for multiple projects.

- B. When the Board, acting as the Local Contract Review Board, approves a Class Exemption, the District may award contracts to acquire goods or services within the class of goods or services in accordance with the terms of the approval without making a subsequent request for a special procurement.
- C. The Board adopted Resolution #13-01 which approved the following classes of contracts for goods or services listed in this section as Class Exemptions for which contracts may be awarded without compliance with the competitive procurement requirements that would otherwise be applicable:
1. Advertising Contracts: The District may purchase advertising without a competitive process, regardless of dollar value and including that intended for the purpose of giving public or legal notice.
 2. Equipment Repair, Overhaul, and Maintenance: The District may enter into a public contract for the purchase of services, equipment or supplies for maintenance, repair or conversion of existing equipment, if required for efficient utilization of such equipment.
 3. Contracts for Price Regulated Items: The District may, regardless of dollar value and without competitive bidding, contract for the direct purchase of goods or services where the rate or price for the goods or services being purchased is established by federal, state, or local regulatory authority.
 4. Copyrighted Materials: The District may, may, without competitive bidding and regardless of dollar amount, purchase copyrighted materials if there is only one supplier available within a reasonable purchase area for such goods. Examples of copyrighted materials covered by this exemption may include, but are not necessarily limited to, new books, periodicals, workbooks, curriculum materials, reference materials, audio and visual media, and non-mass-marketed software.
 5. Investment Contracts: District may, without competitive bidding, and regardless of dollar amount, contract for the purpose of the investment of public funds or the borrowing of funds by the District when such investment or borrowing is contracted pursuant to duly enacted statute, ordinance, charter, or Constitution.
 6. Requirements Contracts:
 - a. District may enter into requirements contracts whereby it is agreed to purchase goods or services for an anticipated need at particular prices, provided the original contract is let by a competitive procurement process.
 - b. Purchase may also be made at prices established by a requirement contract or other agreement between another public body and a contractor, if the requirement contract was established by a competitive procurement process.
 - c. The term of any requirement contract, including renewals, shall not exceed five years.

7. Office Copier Purchases:
 - a. The District may enter into multiple requirements contracts for either the purchase, rental or lease of office copying equipment. Except for this multiple award exemption, such contracts shall otherwise conform to the requirements of Section 6 above.
 - b. In exercising this exemption, the District shall fully consider the operating capabilities, limitations and cost of each brand or model and select the brand which will produce the best combination of performance and cost per copy for each application.

8. Manufacturer Direct Supplies: The District may purchase goods directly from a manufacturer without a competitive solicitation process if a large volume purchase is required and the cost from the manufacturer is the same or less than the cost the manufacturer charges to its distributor(s). Procurements of this type are made on a contract-by-contract basis, and are not requirements contracts.

9. Gasoline, Diesel Fuel, Heating Oil, Lubricants, and Asphalt: The District is exempt from competitive bidding requirements for the purchase of gasoline, diesel fuel, heating oil, lubricants and asphalts if the District seeks competitive quotes from at least three vendors in the area, and accepts quotes from all vendors in the area who offer quotes, and the District makes its purchase from the least expensive source, and retains written justification for the purchase made.

10. Hazardous Material Removal; Oil Cleanup: The District may enter into public contracts without competitive bidding, regardless of dollar amount, when ordered to clean up oil or hazardous waste pursuant to the authority granted the Department of Environmental Quality (DEQ) under ORS Chapter 466, and such DEQ order necessitates the prompt establishment and performance of the contract in order to comply with the statutes regarding spill or release of oil or hazardous material that have created an emergency condition. Comprehensive cleanup rules are set forth at OAR 340-122-205 to 340-122-360. In exercising its authority under this exemption the District shall:
 - a. To the extent reasonable under the circumstances, encourage competition by attempting to make informal solicitations or to obtain informal quotes from potential suppliers of goods or services;
 - b. Make written findings describing the circumstances requiring cleanup or a copy of the DEQ order ordering such cleanup;
 - c. Record the measures taken under subsection (a) of this section to encourage competition, the amount of the quotes or proposals obtained, if any, and the reason for selecting the contractor selected.

11. Insurance and Employee Benefit: The District may purchase employee benefit insurance without a competitive solicitation process, regardless of dollar amount.

12. Medical and Laboratory Supplies: The District is not required to purchase the following specified laboratory and medical supplies on the basis of a single award to the lowest responsible bidder, but instead may purchase different brands of the same item by awarding contracts, after competitive bidding, to the lowest responsible bidder for each brand. The laboratory and medical supplies affected by this rule include, but are not limited to:
 - a. Drugs, biologicals, blood fractions, and blood components;
 - b. Intravenous solutions and associated supplies for administration;
 - c. Microbiologicals, biochemicals, and diagnostic reagents;
 - d. Surgical dressings;
 - e. Heart valves;
 - f. E.E.G., E.K.G., electrodes, charts, and associated supplies;
 - g. Sterilizing wraps;
 - h. Catheters, medical tubes, and associated supplies;
 - i. Surgical and orthopedic instruments;
 - j. Hearing aids;
 - k. Pacemakers;
 - l. Dental supplies;
 - m. Laboratory small package chemicals;
 - n. Biology supplies; and
 - o. Therapeutic or cosmetic implants.

13. Concession Agreements:
 - a. A concession agreement is a contract that authorizes and requires a private entity or individual to promote or sell, for its own business purposes, specified types of goods or services from a site within a building or upon land owned or controlled by the District, and under which the concessionaire makes payments to the District based, in whole or in part, on the concessionaire's sales revenues. The term "concession agreement" does not include an agreement which is merely a flat-fee or per-foot rental, lease, license, permit, or other arrangement for the use of public property.
 - b. Concession agreements are not required to be competitively bid. However, when it is in the District's best interests to do so and in the District's sole discretion, the District may obtain competitive proposals for concession agreements using the procedures described in ORS 279B.060.

14. Purchase of Used Personal Property:
 - a. Subject to the provisions of this rule, the District may purchase used property or equipment without competitive bidding and without obtaining competitive quotes, if it has determined that the purchase will be unlikely to encourage

favoritism or substantially diminish competition, and will either result in cost savings to the District or the public, or otherwise promote the public interest in a manner that could not be realized by a formal competitive solicitation process.

- b. "Used personal property or equipment" is property or equipment which has been placed in its intended use by a previous owner or user for a period of time recognized in the relevant trade or industry as qualifying the personal property or equipment as "used," at the time of the District purchase. "Used personal property or equipment" generally does not include property or equipment if the District was the previous user, whether under a lease, as part of a demonstration, trial or pilot project, or similar arrangement.
- c. For purchases of used personal property or equipment, the District shall, where feasible, obtain three competitive quotes, unless the District has determined and documented that a purchase without obtaining competitive quotes will be unlikely to encourage favoritism or substantially diminish competition and will either result in substantial cost savings to the District or the public, or otherwise promote public interest in a manner that could not be realized by a formal competitive solicitation process.

15. Insurance Contracts: Contracts for insurance where either the annual or aggregate premium exceeds \$10,000 must be let using one of the following procedures:

- a. Agent of Record: The District may appoint a licensed insurance agent ("agent of record") to perform insurance services in connection with more than one insurance contract. Among the services to be provided is the securing of competitive proposals from insurance carriers for all coverages for which the agent of record is given responsibility.
 - i. Prior to the selection of an agent of record, the District shall make reasonable efforts to inform known insurance agents in the competitive market area that it is considering such selection. These efforts shall include a public advertisement in at least one newspaper of general circulation in the area where the contract is to be performed. The advertisement shall generally describe the nature of the insurance that the District will require. If the amount of the annual premium for insurance, other than employee benefits insurance, is likely to exceed \$20,000 per year, such notice shall also include a public advertisement in at least one insurance trade publication of general circulation in the state.
 - ii. Any appointment period shall not exceed five years. Agents may serve more than one appointment period. Agents must qualify for appointment prior to each period as if each appointment period were the first.
 - iii. In selecting an agent of record, the District shall select the agent(s) most likely to perform the most cost-effective services.

- b. Specific Proposals for Insurance Contracts: The District may solicit proposals from licensed insurance agents for the purpose of acquiring specific insurance contracts subject to the following conditions:
 - i. The District shall make reasonable efforts to inform known insurance agents in the competitive market area of the subject matter of the contract, and to solicit proposals for providing the services required in connection with the contract. Such efforts shall include public advertisements in at least one newspaper of general circulation in the area where the District is located. If the amount of annual premium for insurance, other than employee benefits insurance, is likely to exceed \$20,000 per year, such notice shall also include a public advertisement in at least one insurance trade publication of general circulation in the state.
 - ii. The District shall select an agent on the basis of the most competitive offer considering coverage, premium cost, and service to be provided.

V. EMERGENCY PROCUREMENT

- A. "Emergency" shall be defined as follows: "Circumstances that (a) could not have reasonably been foreseen; (b) create a substantial risk of loss, damage, or interruption of services or a substantial threat to property, public health, welfare, or safety; and (c) require prompt execution of a contract to remedy the situation."
- B. When emergency conditions will not permit bids to be obtained, bids or quotations may not be required. However, ratification of the purchase decision must be obtained by the appropriate approving party within the next working day.
- C. In the event of a natural disaster or calamity, expenditures or authorization to borrow money not contemplated in the budget shall be authorized by:
 - 1. The Board of Directors by resolution; or
 - 2. The Fire Chief or the Fire Chief's designee by written order in the event prompt action is necessary to protect the public health or safety following such an emergency, and when it is not practical to convene a meeting of the Board of Directors. (ORS 294.481)
 - 3. The Fire Chief or the Fire Chief's designee shall have authority to approve and execute contracts in any amount without approval of the Board, provided, however, that the Fire Chief or the Fire Chief's designee shall make all reasonable efforts to obtain approval of the Board Chair before entering into a contract in excess of \$100,000.
 - 4. The Fire Chief or designee shall have authority to determine when emergency conditions exist sufficient to warrant an emergency contract. The nature of the emergency and the method used for the selection of the contractor shall be documented.
 - 5. Emergency contracts may be awarded as follows (137-047-0280):
 - a. The District may award a contract as an emergency procurement pursuant to the requirements of ORS 279B.080. When an Emergency Procurement is authorized, the Procurement shall be made with competition that is reasonable and appropriate under the circumstances.

- b. For emergency procurement of construction services that are not public improvements, the District shall ensure competition for a contract for the emergency work that is reasonable and appropriate under the emergency circumstances. In conducting the procurement, the District shall set a solicitation time period that the District determines to be reasonable under the emergency circumstances and may issue written or oral requests for offers or make direct appointments without competition in cases of extreme necessity.

VI. COOPERATIVE PROCUREMENT

- A. The CFO or designee may enter into cooperative procurements pursuant to OAR 137-046-0400.
- B. "Cooperative procurement" is a process used to contract with a vendor that has been awarded a cooperative agreement by another government agency.
- C. Cooperative procurements can save the District the resources that would be required to conduct its own procurement process, while also providing the benefits of competitively bid terms and conditions.
- D. Personnel must contact the Finance Manager for assistance with cooperative procurements.



Clackamas Fire District

**Board of Directors’
Policy Manual**

Revised October 2023

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Board of Directors' Policy Manual

Preamble

Clackamas Fire District recognizes, and is stronger for, the heritage and unique contributions of each agency that joined together to build Clackamas Fire District. Focused on improving service, together these agencies have built Clackamas Fire District into a leader in service to our communities and a national leader in fire and medical services.

1976 – Clackamas Fire District #1 formed through a merger of Multnomah County Fire District #72 and Milwaukie Rural Fire Protection District #56.

1988 – Redland Fire District #54 and Happy Valley Fire District #65 merged into Clackamas Fire District #71.

1990 – Clackamas Fire District #1 merged into Clackamas Fire District #71. Rather than using the receiving district's name, the District opted to use Clackamas Fire District #1.

From 1991 through 2022 the following agencies joined the District:

- 1994 – Beaver Creek Fire District #55 (merger)
- 1998 – Oak Lodge Fire District #51 (merger)
- 2003 – Clarkes Rural Fire Protection District #68 (annexation)
- 2005 – City of Milwaukie (annexation)
- 2008 – City of Oregon City (annexation)
- 2017 – Boring Fire District #59 (annexation)
- 2021 – Estacada Fire District #69 (contract for service, ended June 2022)
- 2022 – City of Gladstone (contract for service)
- 2023 – Sandy Fire District #72 (contract for service)

Clackamas Fire District proudly provides fire protection, risk reduction, rescue operations, and emergency medical services. Clackamas Fire District serves four cities including the City of Happy Valley, Johnson City, Milwaukie, and Oregon City, as well as the unincorporated areas of Barton, Beaver Creek, Boring, Carus, Carver, Central Point, Clackamas, Clarkes, Damascus, Eagle Creek, Holcomb, Oak Lodge, Redland, South End, Sunnyside and Westwood. Clackamas also provides all fire and life safety services to the City of Gladstone and Sandy Fire District #72 .

Clackamas Fire District has 24 community fire stations strategically located throughout the District with a workforce of nearly 400 employees community volunteers. It is one of the largest fire protection districts in Oregon serving 240,000 community members in an area protecting over 300 square miles.

Logo of Clackamas Fire District for electronic medium, decals, letters, etc.



Section 1
Clackamas Fire District
Policy Statements

10/16/23

**SECTION 1
CLACKAMAS FIRE DISTRICT
BOARD OF DIRECTORS' POLICIES**

ARTICLE 1: BOARD AS POLICYMAKERS; RESERVATION OF ADMINISTRATIVE AUTHORITY TO THE FIRE CHIEF

The policy of the Board of Directors (the Board) of Clackamas Fire District (the District) recognizes that one of its major functions is to serve as the policy-making body of the District, and to shape the future of the District. At the same time, the Board reserves to the Fire Chief and the Chief's designated staff the sole and exclusive responsibility and authority to manage and supervise the day-to-day administration of the District, including all personnel matters, in a manner consistent with the policies of the Board. The Board shall not interfere with the Chief's authority in such matters.

The Board will support and promote the District's core values of TEAMS:
Trust, Empowerment, Accountability, Mindset, Service

It is therefore the intent of the Board to set forth a series of policies and Board rules to govern the conduct and deliberations of the business conducted by the Board and to serve as a guide for the professional staff in carrying out the daily functions of the District.

ARTICLE 2: BOARD POLICIES

It is the intent of the Board to be governed by a set of policies. The policies and rules shall be adopted by the Board and made available as public documents.

The policies shall be drafted, adopted and amended with full consideration for the Board's desire to provide fire and life safety protection of the best obtainable quality for the residents of the District within the limitations of the District's ability to support it.

The Board of Directors, as the governing body representing the people of the District, determines all questions of policy to be employed in the operation of the District. Generally speaking, this means that the Board is responsible for duties such as setting District-wide goals, long-term planning, and adopting budgetary priorities. The term "policymaking" refers to the Board's decisions and deliberations intended to improve the quality of life for District residents and to ensure the provision of high-quality fire and life safety services—and not to any authority over daily administrative matters. These types of broad-based policy-making decisions and deliberations are usually memorialized in the form of Board resolutions, formal policy documents, directions to staff, budget documents, or ordinances.

In the event that a Board policy is found to be in express conflict with state or federal law or the rules of a higher authority, that portion of such policy may be nullified without affecting the validity of the remainder of the policy. In such a case, staff shall delete or amend the offending policy and will report such actions to the Board.

If disagreement over the application, extent, or interpretation of a policy arises, the resolution of the conflict will be based on the majority opinion of the Board. If such an interpretation is deemed to have future significance, an amendment to the applicable policy shall clearly specify the intent of the Board in interpreting the policy.

Board policies may also be based on pertinent statutes. In this context, they are designed to explain, detail, or otherwise organize the application of a policy consistent with the statutes.

Proposals regarding Board policy changes, deletions, additions, or repeal may originate from any interested person; however, such policy adoption or amendment remains the sole authority of the Board.

ARTICLE 3: POLICY ADOPTION, CHANGES, DELETIONS, ADDITIONS, REPEAL AND REVIEW

In its deliberations leading to the establishment or amendment of Board policy, the Board's central concern will be for increased efficiency and effectiveness in carrying out its legally mandated tasks and general policies in the interest of the public good.

The Board recognizes that all Board policies shall remain flexible and be subject to review and change. Such review shall take place at least annually at a regularly scheduled Board meeting on a date or dates selected by the Board and shall appear as an agenda item.

To provide consistency, stability, and integrity to Board policies, changes in policies, except in the case of emergency, shall be executed in a precise manner without undue haste.

Adoption, changes, additions to, and deletions from or repeal of the established policies shall be accomplished by a majority vote of the Board. A two-step action, with steps separated by no less than 28 days, is required. Introduction, discussion, and deliberation shall constitute the first step. A ratification vote shall be required at a second meeting. If an emergency is deemed to exist, and said emergency is recorded in the official minutes and agreed to by a majority of the Board members, a policy can be changed, suspended, added to, or deleted from in the course of a single meeting.

An emergency shall be defined as an unforeseen circumstance requiring immediate action so as to prevent diminishment of the welfare of the District.

The assembled policies of the Board, known collectively as the BOARD of DIRECTORS' POLICY MANUAL, shall be the reference instrument for setting the District's long-term policy-making goals and standards, as well as conducting the business of the Board.

ARTICLE 4: BOARD OPERATIONS AND SELF-GOVERNANCE STANDARDS

The District is defined in accordance with the provisions of Oregon Revised Statutes. The District includes territories lying in Clackamas and Multnomah Counties (see Appendix A – District Map). The Board, by policy, shall carry out its responsibilities, in keeping with state and federal constitutions, statutes, rules, interpretations of the courts, and all the powers and responsibilities they provide.

4.1

Policies are adopted by the Board to govern and guide the operations and the affairs of the District. The policies are designed to help the Board carry out, effectively and efficiently, the responsibilities and duties delegated to it by law and the will of the people.

4.2

The Board reserves to itself all authority and responsibility delegated to it, unless otherwise assigned to the Fire Chief or others by the Board or by applicable statutes, ordinances, or regulations.

4.3

Policy designating the Board as the Contract Review Board. It shall be the policy of the Board, upon adoption of the appropriate resolution, to serve as the Fire District Local Contract Review Board pursuant to ORS 279A.060. The Board adopted Resolution 90-06 (see Appendix B) on December 10, 1990 and serves as the Fire District Local Contract Review Board.

4.4

Collective Bargaining Agreement. It is the policy of the Board to delegate to the Chief (or their designee) the authority to engage in discussions for the purpose of reaching agreements with recognized employee groups, as required in the Oregon Collective Bargaining Law, ORS 243.650 through 243.782. The Board reserves to itself or its designee (Fire chief and their designees) the responsibility of negotiating with employee groups.

ARTICLE 5: MEMBERSHIP OF THE BOARD

The Board shall consist of five members (each a Board member or Director) serving four-year, staggered terms. A resident elector or property owner of the District, who is neither an employee or volunteer firefighter, shall be eligible to serve as a Board member in accordance with ORS 478.050 and District Ordinance C90-03 (see Appendix C – Ordinance C90-03).

5.1

Each Board member shall be identified by a position number. All members of the Board shall serve at large, representing the District as a whole.

5.2

Board position numbers are assigned as follows and will be transferred to the successors of the named Board member at the termination of their service in the position.

<u>Position</u>	<u>Board Member</u>	<u>Term Expires</u>
1	Thomas Joseph	6/30/27
2	Chris Hawes	6/30/25
3	Marilyn Wall	6/30/27
4	Jay Cross	6/30/25
5	Jim Syring	6/30/27

5.3

The election of the Board members shall be conducted as provided by ORS Chapter 255.

5.4

Board Member Certification. No person elected or appointed to the Board shall be sworn in unless they are determined by the Board to meet the qualifications as set forth in ORS 478.050 and any other Board qualifications. If a question exists as to the eligibility of any candidate, the Board will resolve the issue prior to swearing-in.

5.5

New Board members shall take an oath of office at the June meeting prior to assuming the duties of the position. Unless filling a vacancy on the Board, terms of office shall start officially on July 1st (ORS 255.335).

5.6

District Board Policy dictates that the Board President (President) and the Fire Chief be responsible for the appropriate orientation of new Board members.

The Fire Chief shall schedule a work session with new Board members to acquaint them with the facilities, equipment, and personnel and to provide copies and an overview of:

- Fire Board Policies
- Board Member Guide (OFDDA)
- Standard Operating Procedures and Statements of Policy
- District territory and boundaries
- District and Civil Service Rules and Regulations
- Labor and other major contracts

5.7

Directors' Compensation and Reimbursement. In accordance with the limitations set forth in ORS 198.190 and Resolution C90-18 (see Appendix D – Resolution C90-18), the Board shall reimburse Board members at the rate of \$50.00 per day for all regularly scheduled Board Meetings, Special Meetings, regional, state and national committees as a result of being on the Board; sanctioned Board Committee Meetings and conferences when approved by the Board and when in response to subpoenas or legal actions.

The Board shall reimburse Board members for reasonable expenses actually incurred while on District business, in accordance with ORS 198.190 and the District's own Standard Operating Procedure – Travel Authorization and Expense Reimbursement. These reimbursements shall be for reasonable, allowed expenses incurred while attending Board Meetings, Special Meetings, and sanctioned Board committee meetings and conferences. Such reimbursement shall extend only to the bona fide expenses of Board members and shall not include recompense for a spouse's or companion's costs. Each Board member shall present a statement and applicable receipts, supported by appropriate documentation. Examples of reimbursable expenses include:

- Travel costs to attend sanctioned Board committees
- Travel to meetings and community events (e.g., Chamber luncheons)
- Parking for District-approved events
- Meals or per diem during the course of an approved meeting or conference

Expenses falling outside of the above categories would need to be approved by the Board at the next regularly scheduled Board meeting.

Expenses incurred for lodging shall be covered at the actual cost of lodging for single occupancy only. Reimbursement for dual occupancy is acceptable when Board members share a room.

Travel shall be reimbursed at an amount equal to the rate per mile established by the Internal Revenue Service when private autos are used, or the actual cost where commercial transportation is provided.

Meals shall be reimbursed at the actual cost so long as these are in compliance with the District's Standard Operating Procedure – Travel Authorization and Expense Reimbursement. It shall be the responsibility of each Board member to prepare and present an account of expenses verified by receipts prior to reimbursement. It shall be the policy of the Board to keep all such financial transactions strictly public in an effort to preserve the public trust.

5.8

Vacancies on the Board. It shall be the policy of the Board to declare a position on the Board vacant if: the incumbent dies, resigns, or is removed from office or no longer meets the qualification requirements of ORS 478.050.

In the event any of the above occurs, the Board will, at its next regularly scheduled meeting, deliberate the circumstances, may declare the position to be vacant by a majority vote of the Board, and then notify the Clackamas County Clerk of its decision.

5.9

Filling vacancies in the office of Director shall be in accordance with ORS 198 and ORS 255 as currently drafted or as amended from time to time.

5.10

When a District election is to be held for the purpose of electing members to the Board, the election officer shall cause to be published in accordance with ORS 255.075 the following information:

- Date of the election;
- Board positions to be voted upon;
- Latest date candidates may file for office.

The Clackamas County Clerk, serving as elections officer, has total responsibility for the conduct and administration of District elections.

ARTICLE 6: OFFICERS OF THE BOARD

It shall be a policy of the Board to elect officers of the Board during the month of September.

6.1

Under ORS 478.250, the Board shall seat a President, a Vice President, and a Secretary/Treasurer at its September meeting or at such times as the existing officer may resign from their office or vacate membership on the Board. All officers shall be elected annually, with no officer serving more than two consecutive terms in any one office. Officers elected to fill an unexpired term shall serve until the end of their predecessor's term.

6.2

The President of the Board shall preside at all meetings of the Board and shall have the right to offer motions and amendments and to vote on motions put before the Board for action. The President shall sign on behalf of the Board such documents as may require an official signature.

6.3

The Vice-President shall perform all the duties of the President when acting in that capacity.

6.4

The Secretary/Treasurer of the Board or the Secretary/Treasurer's designee shall be responsible for keeping in the Board minutes an accurate record of all Board business as prescribed in ORS 192.620 and 192.650 regarding the Oregon Public Meeting Law.

6.5

The Secretary/Treasurer shall countersign such official documents requiring two Board members' signatures.

ARTICLE 7: POWERS AND DUTIES OF THE BOARD

It is the policy of the Board to exercise those powers granted to it by ORS 478 and to carry out those duties assigned to it as may best meet the fire and life-safety needs of the District.

7.1

Important activities of the Board are the formulation of policies regarding District programs and services. In carrying out its legislative and policy-making responsibility, the Board shall delegate the administrative and executive functions to the Fire Chief.

7.2

The basic manner in which members fulfill their office must be at a regular, special, committee, or workshop meeting, and may be a matter of public record. The method of participation is discussion, deliberation, debate and voting. All members including the President are expected to participate fully in deliberation and voting. Although it is the duty of every member who has an opinion on a question to express it by a vote, they can abstain, since they cannot be compelled to vote. In addition, recusals or abstentions from Board votes shall be allowed when a Board member missed a meeting and those meeting minutes are being approved, when a potential conflict is where a Board member's vote could affect the financial interests if said member or the member of their family, or with an actual conflict of interest when a Board member's vote would definitely have a financial effect on the financial interest of said member or the member of their family. Board members are encouraged to meet and discuss District business or Board relations with less than a quorum of the Board; but they shall not pre-arrange or promise votes or otherwise violate Oregon's public meetings law.

7.3

Board members, individually and collectively, act as representatives of the citizens of the District in maintaining and promoting fire and life-safety needs of the District.

7.4

Board members' decisions and actions shall best serve the needs of District citizens in light of available resources and information available to the Board at the time such decisions or actions are made.

7.5

The Board encourages members to participate in organizations such as the Oregon Fire District Directors Association, and others with similar benefit to the District. Membership fees shall be borne by the District and reasonable expenses incurred in attending meetings, seminars, and training sessions shall be borne by the District.

7.6

The Board members shall observe the Fire District's Conflict of Interest and Ethical Code Standard Operating Procedure, designed to guide their actions in carrying out their responsibilities. A Board member should strive to respect the authority of the majority and understand their role as a board member.

7.7

The Board makes yearly appointments, approvals, and reviews. The following guide shall be used to help maintain an efficient flow of District programs and services.

January

- Board approval of audit agreement
- Board approval of Clackamas Emergency Services Foundation budget

February

- Election information – submit information for re-election to Board of Directors to the Clackamas County Election Division for May election (odd-numbered years).

March

- Board approval of three-year term renewals to the Clackamas Emergency Services Foundation Board

April

- Board approval of term renewal for Budget Committee Members

May

June

- Swearing-in of elected/re-elected Board members (odd-numbered years)
- Board approval of the resolution to adopt the budget, make appropriations, and levy taxes for the next fiscal year

July

- Presentation of the Strategic Plan

August

September

- Annual election of Board officers – President, Vice-President, Secretary/Treasurer
- Board of Directors' Policy Manual Review – First reading

October

- Board committee/liason assignments determined
- Board of Directors' Policy Manual Review – Adoption

November

- Presentation of Annual Audit

December

- Board approval for District's Insurance Carrier for next calendar year

7.8

Board, or a subcommittee thereof, shall semi-annually review the Strategic Plan.

7.9

The Board recognizes that it serves all people of the District and that each citizen of the District has individual political views. District staff, money, or resources may not be used to promote or oppose any political measure, initiative or referenda, PAC, or candidate. However, this section does not restrict the right of the Board or individual Board members to support or oppose such measures, initiatives or referenda, PACs, or candidates or express their own personal political views as long as they are not using government resources, facilities, staff, or time to do so. This section also does not prevent the Board from supporting or opposing legislative measures or providing neutral information on any measure, initiative, candidate, initiative, and referendum or recall petition.

7.10

The Board shall actively strive to involve the public in the decision-making process through periodic contact with community and civic groups.

7.11

The Board President and Secretary will be designated as signers on all District bank accounts.

ARTICLE 8: BOARD COMMITTEES/LIAISONS

It is the policy of the Board to establish committees/liaisons when it is found to be in the best interest of the District to do so. Generally speaking, such committees gather information, report to the Board, or advise the Fire Chief and their designated staff.

8.1

It is the policy of the Board to maintain the following standing committees/liaisons:

- Capital Projects Committee
- Civil Service Commission Liaison
- Emergency Medical Services (EMS) Committee
- Executive Committee
- Foundation Liaison
- Interagency Committee
- Legislative Committee
- Volunteer Association Liaison

and other special committees/liaisons as deemed necessary. The Board President or designee shall outline the duties and responsibilities at the time of appointment. A Board member(s) shall serve on all standing or special committees of the Board. Special committees shall be considered dissolved upon submission of a final report unless their standing is continued by a vote of the majority of Board members.

8.2

The Budget Committee, as a legally mandated committee, shall be considered a standing committee whose duties continue year to year.

8.3

Committees may provide information and serve in an advisory role to the Fire Chief or their designee concerning District matters assigned to them. The Board is responsible for setting priorities and making policy.

8.4

It shall be the responsibility of the Fire Chief to advise the various committees as to the requirements of the Oregon Public Meetings Law (ORS 192.610 through 192.690) and the Oregon Public Records Law (ORS 192.410 through 192.505).

The Fire Chief shall be responsible for compliance with the Public Meetings Laws (ORS 192.640).

ARTICLE 9: METHODS OF OPERATION OF BOARD MEETINGS

It is the policy of the Board that all meetings be conducted in accordance with Oregon and federal statutes and rules, the decisions of the courts, and with proper regard to "due process" procedures. In so doing, the Board will seek information from staff and other sources as appropriate before decisions are made on policy and procedural matters.

9.1

All meetings of the Board are open to the public, except as provided for in authorized Executive Sessions. Notice of all meetings and a copy of the proposed agenda shall be sent to all persons making request in writing and will be made available to the news media prior to the date of the meeting (ORS 192.610 - 192.690). A fee may be charged for copies of public records in accordance with rules established by the Board.

9.2

All meetings are to have at least a 24-hour advance notice except in the case of an emergency (ORS 192.640). Board meeting notices are to be distributed to all District members, posted to the District's website, and the news media notified.

9.3

Regular meetings of the Board shall be held on the third Monday of each month at 5:00 pm and on the subsequent Monday if there is a conflict with a holiday, or at an alternate date and time as may be determined by the Board from time to time. The regular meeting of the Board in January and February of each year will be held on the fourth Monday of the month.

Meetings may be held as permitted by applicable law via teleconference, videoconference and/or, in person, at the Mt. Scott Fire Station located at 9339 SE Causey Avenue, Happy Valley. Meetings must meet Oregon Public Meetings Laws. All meetings will allow members of the general public, to the extent reasonably possible, to attend and participate, as would an in-person attendee, by telephone, video, or other electronic or virtual means.

9.4

Special or emergency meetings of the Board may be called by the Board President or by petition from a majority of the Board members or by request of the Fire Chief. All such meetings must comply with Oregon Public Meetings law.

9.5

It is the intent of the Board to encourage attendance and participation at Board meetings by all interested persons and residents of the District.

9.6

In order to accomplish the tasks of the Board in an orderly and expeditious manner, the Board will attempt to limit repetitious testimony and discussion whenever possible so as not to inconvenience those persons bringing business before the Board. The Board may limit public comment to three minutes per speaker; although it may make exceptions to this rule from time to time. During public comment, the Board's job will be to listen and take notes. Board members may not be prepared at that time to answer inquiries or provide information; but may ask the President to place a discussion item on a future agenda or the Fire Chief or staff to follow up on certain discussion items.

9.7

The President may regulate the order and length of appearances and limit appearances to presentations of relevant points. The President may also permit audience comments relative to a specific motion prior to the final vote of the Board. The degree of audience comment will depend upon time available and the significance of the matter under discussion.

9.8

The Board shall provide in the agenda of its regular meeting a specific time to hear the public comments, concerns, and suggestions from its citizens or from visitors with interests in the District.

9.9

It shall be the policy of the Board to recognize itself as a policy-making body that deliberates at

regularly scheduled meetings and each Board member shall make a diligent effort to be present and participate fully.

9.10

Robert's Rules of Order (revised) shall be adopted as the official procedures for conducting Board and committee meetings except where they are in conflict with any other procedures adopted by the Board.

9.11

The Fire Chief, in cooperation with the President, shall prepare an agenda for each meeting and have it available with supporting information, to each Board member at least 48 hours (except weekends) prior to each regular meeting.

9.12

A majority of the members of the Board shall constitute a quorum. The affirmative vote of at least three members present at any meeting having a quorum shall be considered sufficient for action, unless the law or these policies expressly requires a different number of affirmative votes for certain matters. If only three members are present, constituting a quorum, a unanimous vote is required to approve a motion.

9.13

Board minutes shall reflect roll call votes at all times unless the vote is unanimous. Any Board member may request that a vote be changed if such request is made prior to consideration of the next order of business.

9.14

Any Board member may append onto the record, at the time of voting, a statement indicating the reason behind the vote, or the reason for abstaining. A Board member shall declare the nature of an asserted conflict of interest on the record where such a conflict exists. (ORS Chapter 244)

9.15

Board Executive Sessions may be attended by representatives of the news media per ORS 192.660 except for those sessions dealing with labor negotiations and litigation against the news medium. The Board may also invite necessary staff or personnel into an Executive Session as needed.

9.16

The Board recognizes the following as news media organizations eligible to attend Executive Sessions because they have an established history of meeting the requirements of this policy.

- The Oregonian
- The Clackamas Review/Oregon City News or affiliated newspapers

- Daily Journal of Commerce, Portland
- Willamette Week
- KGW, KATU, KOIN, KOPB and KPTV

9.17

Representatives of the above-named organizations shall be permitted to attend Executive Sessions upon a showing of their credentials. Other news media may attend an Executive Session if recognized through the procedure set forth in Section 9.19. Representatives of the organization shall provide evidence of their credentials prior to such session.

9.18

Representatives of news organizations not listed in Section 9.16 of this policy may apply for permission to attend Executive Sessions on behalf of a news organization by filing a request for recognition with the Fire Chief following notice of the meeting and prior to an Executive Session the organization wishes its representative to attend. The review of the request shall be based upon a determination of the eligibility of the organization under this policy and evidence of the authority of a representative to appear on behalf of that organization. Once approved, the organization shall not be required to re-apply for recognition at future sessions unless the recognition is revoked or there is substantial reason to conclude that the organization is no longer eligible.

9.19

Standards for recognition for determining whether a news organization will be permitted to have its representative attend Executive Sessions will include the following criteria:

- If the organization is a print medium, the organization shall provide evidence of general or associate membership in the Oregon Newspaper Publishers Association.
- If the organization is a television or radio broadcaster, the organization shall provide evidence of membership in the Oregon Association of Broadcasters. Evidence of membership in the Associated Press shall also be sufficient.
- Alternatively, the organization may provide satisfactory evidence that it is organized and operated to regularly and continuously publish, broadcast or otherwise disseminate news to the public.
- The organization is determined to be a business entity that is institutionalized, is regularly represented by multiple personnel with defined roles within the organization.
- The organization that is institutionalized is regularly represented by multiple personnel with defined roles within the organization.
- The organization is committed and structured to support the terms of ORS 192.660(4) with respect to nondisclosure of information or discussion designated as confidential.
- The fact that an individual or group of individuals maintains a website or “blog” or corresponds with others on a matter does not in and of itself constitute being a news media organization under this policy. The District may make an independent decision, applying applicable law, regarding whether such individuals constitute “media,” taking into account whether the individual or organization regularly reports on District matters

or on the issues being discussed, among other aspects.

9.20

A news media organization or representative denied recognition by the Fire Chief under this policy may appeal that decision by giving notice of appeal to the Fire Chief. The Board shall consider the appeal in open session prior to the scheduled Executive Session and may affirm, reverse or modify the Fire Chief's determination.

9.21

Cameras or other recording devices may not be used in Executive Sessions, except for the official Executive Session recordings or notes made by District staff.

9.22

A representative of a news media organization that has a direct personal, business, or adverse legal interest in the subject of the Executive Session that would frustrate the purpose of the Executive Session may be barred from attending, subject to applicable law.

9.23

By attending the Executive Session, the news media organization and its representative agree not to print or publicly disclose the discussion at the session (per ORS 192.660(4)) until the Board of Directors has taken official action regarding the subject matter of the discussion.

9.24

The Board may revoke the recognition of a news media organization or a representative if, after notice to the organization or representative, the Board finds that the facts upon which original recognition was granted are no longer true, or upon a finding that the organization or its representative has willfully disclosed information or discussion at an Executive Session designated as confidential.

ARTICLE 10: MEETING MINUTES, PUBLIC RECORDS

10.1

The minutes of the meetings of the Board shall be maintained in the Administration Office of the District and shall provide for information as required by law (ORS 192) and Board policies.

10.2

The Board Secretary or staff designee shall record all proceedings of the Board and prepare draft minutes for board adoption as the record of Board meeting. .

10.3

The official minutes of Board meetings, including supporting documents, shall be open to inspection by the public at the office of the Fire Chief during regular business hours and made available in contemporary electronic means. Minutes of executive meetings are not subject to this provision in accordance with ORS 192.

10.4

The District recognizes the right of any member of the public to inspect or receive copies of nonexempt public records in accordance with guidelines established by the Attorney General of the State of Oregon and District public records disclosure policies. When access to District records is granted for inspection, examination will be made in the presence of the record custodian regularly responsible for maintenance of the files or by a staff member designated by the Fire Chief. Some records are archived off-site. These may be requested and will be available at the Administration Office as soon as practicable and without reasonable delay. The request must be made in writing. Individuals will be able to submit requests electronically or by hard copy. Pursuant to Oregon's public records law and the District's fee schedule, the District may charge the requestor a reasonable cost-based fee for disclosure of the records.

10.5

In accordance with the Oregon Public Records Law, certain records, such as executive meeting minutes, certain personnel records, and other confidential or exempt records are not included in the category of records to which the right of access is to be granted by the Fire District.

ARTICLE 11: DELEGATION OF BOARD AUTHORITY

11.1

The Board has primary responsibility for the approval of District plans and procedures and for the appraisal of the ways in which these decisions are implemented and results obtained. The Board recognizes its authority to delegate specific responsibilities to the Fire Chief for the implementation of the programs and services of the District.

11.2

The Board will approve a position description for the Fire Chief. The Board will negotiate and enter into a contract with the Fire Chief which specifies the terms and conditions of employment.

11.3

At such time that a vacancy occurs or is imminent in the Fire Chief's position, the Board President shall appoint a committee to begin the recruitment and selection process.

11.4

The Fire Chief shall serve as Executive Officer of the District and shall have the responsibility for:

- preparing the agenda in accordance with Section 9.11 for each meeting, attending all Board meetings, unless excused, and participating in deliberations of the Board as required;
- bringing to the attention of the Board matters requiring its consideration;
- reporting periodically to the Board on the progress of programs in the District;
- reporting to the Board any appointments, demotions, transfers, and dismissals in accordance with the policies and procedures of the Civil Service Commission as applicable;
- all personnel and administrative actions and decisions; and
- other duties as more specifically provided in the employment contract and/or job description.

11.5

The Board delegates to the Fire Chief the function of specifying the required actions and designing the detailed arrangements under which the District will be operated. Such Standard Operating Procedures will detail the operations of the District.

11.6

The Board permits the Fire Chief to delegate to the Assistant Chiefs and the Chief Financial Officer the Fire Chief's responsibilities and functions under this article (Article 11 – Delegation of Board Authority), other sections of the Board of Directors' Policy Manual, and the Fire Chief's job description and those responsibilities and functions as may be assigned to the Fire Chief by Board action.

11.7

In the case of the Fire Chief's incapacitation, responsibilities and functions delegated to the Fire Chief shall be transferred to the Assistant Chiefs and the Chief Financial Officer until such time as the Board selects a new fire chief (e.g., temporary, interim, acting, permanent).

ARTICLE 12: FIRE DISTRICT LEGAL COUNSEL

12.1

It shall be the responsibility of the Board to select legal counsel to represent the legal needs of the District. The Board shall have the responsibility to seek the advice of legal counsel whenever it is unclear regarding legal questions or whenever an action being considered by the Board may result in placing the District in legal jeopardy. When legal counsel is needed, the Fire Chief will make the contact regarding the issue in question unless the matter is in regard to the Fire Chief. If this is the case, the Board President or designee will initiate contact with legal counsel. Notwithstanding the above generally applicable rule, a Board Member may make direct, confidential contact with legal counsel if state or federal law requires that Board member to keep the information conveyed to counsel confidential. If possible, legal counsel will notify the Fire Chief or the Board President of such contact without divulging any confidential information.

ARTICLE 13: FIRE DISTRICT POLICY ON TAX INCREMENT FINANCING (URBAN RENEWAL) DISTRICTS.

13.1

The Board establishes the following general policy relating to urban renewal districts and tax increment financing. The proposed creation of each urban renewal district, or proposed amendments to existing urban renewal plans that increase the maximum indebtedness shall be individually reviewed and scrutinized by staff for economic and operational impact. Results of these findings will be reported to the Board.

13.2

ORS Chapter 457 requires that urban renewal agencies "shall consult and confer" with each affected taxing district prior to presenting an urban renewal plan for approval but does not require consultation with such districts during a plan's development. Therefore, the District shall monitor municipalities within its jurisdiction for activity relating to both urban renewal districts and plan amendments and will notify such municipalities of the District's desire for early consultation and involvement.

13.3

ORS Chapter 457 provides the governing body of each taxing district with 45 days following receipt of the urban renewal plan and report to submit written recommendations to the urban renewal agency, which the municipality's governing body may accept, reject, or modify. Accordingly, it shall be the policy of this Board to specify to the governing body of the municipality approving the plan, in writing, any of its recommendations that are not included in the proposed plan.

13.4

Staff shall evaluate each proposed urban renewal plan and plan amendment that increases maximum indebtedness, for its short-term and long-term economic costs and benefits, and for its operational impact on the District. Such evaluation shall compare the costs and benefits with and without the urban renewal plan or amendment, as appropriate. Upon completion of this evaluation, staff will present a report to the Board.

13.5

In supporting our municipal partners' efforts to create jobs and promote economic development, the Board believes that properly constructed urban renewal plans that attract private investment, alleviate blighted areas and increase assessed value can ultimately benefit all public service providers. The staff and Board will continue to dialogue with the sponsoring agency prior to deciding whether to support, oppose, recommend changes, or remain neutral regarding the proposed urban renewal plan.

13.6

Believing that upon reaching a plan's maximum indebtedness urban renewal plans should be retired, the Board will generally oppose plan amendments that seek to increase maximum indebtedness.

13.7

Upon review of staff evaluation and report on a proposed urban renewal plan or plan amendment the Board may:

- Support the proposed urban renewal plan or plan amendment when the use of tax increment finance (TIF) is limited, generally, to the types of projects which have been shown to be effective in encouraging private investment, thereby increasing assessed value.
- Support the proposed urban renewal plan or plan amendment when the urban renewal plan does not rely exclusively on TIF but, rather, includes other funding sources such as general fund revenues, general obligation bonds or grants.
- Oppose approval of the proposed urban renewal plan or plan amendment when TIF is used to fund public amenities that are not shown to be effective in encouraging private investment.
- Oppose approval of the urban renewal plan or plan amendment when the use of TIF is proposed to fund improvements which are either outside of the urban renewal area or, to the extent that such improvements serve identified needs which are outside of the urban renewal area, is disproportionate to the relationship (assessed value or territory) of the urban renewal area to the balance of the jurisdiction.
- Oppose approval of the urban renewal plan or plan amendment when existing or anticipated District resources are insufficient to meet the anticipated demand caused by proposed plan-supported development.
- Recommend or request changes that improve the urban renewal plan or plan amendment; and support, oppose or remain neutral pending the city or county addressing those changes.

ARTICLE 14: DISTRICT POLICY ON ENTERPRISE ZONES

TAX ABATEMENT 14.1

The Clackamas Fire District Board of Directors recognizes that ORS 285C.050 to 285C.250 authorize cities, counties and port authorities to establish Enterprise Zones (EZones). The stated purpose of an EZone is to stimulate and protect economic success by providing tax incentives for employment, business, industry and commerce and by providing adequate levels of complementary assistance to community strategies for such interrelated goals as environmental protection, growth management, and efficient infrastructure. The assumptions are that the program will encourage employers within the EZone to make investments in taxable property that would not otherwise be made, that the new property will result in the creation of new local jobs that would not otherwise be available, and that the investment property will remain as a valuable addition to the tax base after the tax exemption expires.

14.2

The process for creating an EZone requires that the sponsoring city, county or port authority submit the proposal to the Oregon Economic and Community Development Department for review and approval. ORS 285C.067 further requires that the sponsor consult with all taxing

districts within the proposed EZone before submitting the application.

14.3

The Board adopts this policy on behalf of the District with respect to any property that is subject to the taxing authority of the District or to a contract for the services of the District. This policy shall provide guidance to local governments sponsoring EZones as to the position of the District on those EZones, and to the Fire Chief or their designee in responding to opportunities for meetings or consultation with those sponsoring agencies.

14.4

The Board appreciates the importance of providing incentives for investments and job creation that an EZone may provide, so long as the deferment of taxes payable to the District does not impose a financial burden on District resources and require that the District provide fire and life safety services to the beneficiary without resources to do so. Ad valorem property taxes are virtually the only source of funds by which the District provides firefighting and emergency medical aid to the Clackamas County community. Providing for new taxable property and exempting it from the tax rolls means that the District must protect the property and the employees without the funds to do so. It is the Board's strong view that, if sponsoring agencies fail to consider carefully the impact of tax exemption on the District's ability to provide fire and life safety services, or if they waive or fail to implement the conditions provided by state law with respect to EZones, the very purpose of the program is defeated.

14.5

The Board requires as a condition of its assent to tax exemption that an agency sponsoring an EZone provide for an agreement with the applicant for tax-exemption providing for annual payment to the District during the term of tax exemption an amount equal to 30 percent of the District's current tax rate applicable to the exempt property to reimburse the District for that portion the District levy representing the direct cost of fire and emergency services for the exempt property.

14.6

The Board welcomes the opportunity for the District to review the terms and provisions of any proposed EZone on a case-by-case basis, but by the adoption of this policy serves as notice of the Board's concerns regarding these issues:

- Existing EZone boundaries or exemption of taxable property should not be amended unless the sponsor, in consultation with the District, concludes that the amendment is in the best interests of the community at large and will not diminish the District's ability to provide services.
- Tax exemption granted to an eligible business should not be extended unless all terms of the original tax exemption grant, including the number of employees to be hired and the wages to be paid, have been met in full for the entire exemption period.
- Original requirements for tax exemption granted by a sponsor should not be amended,

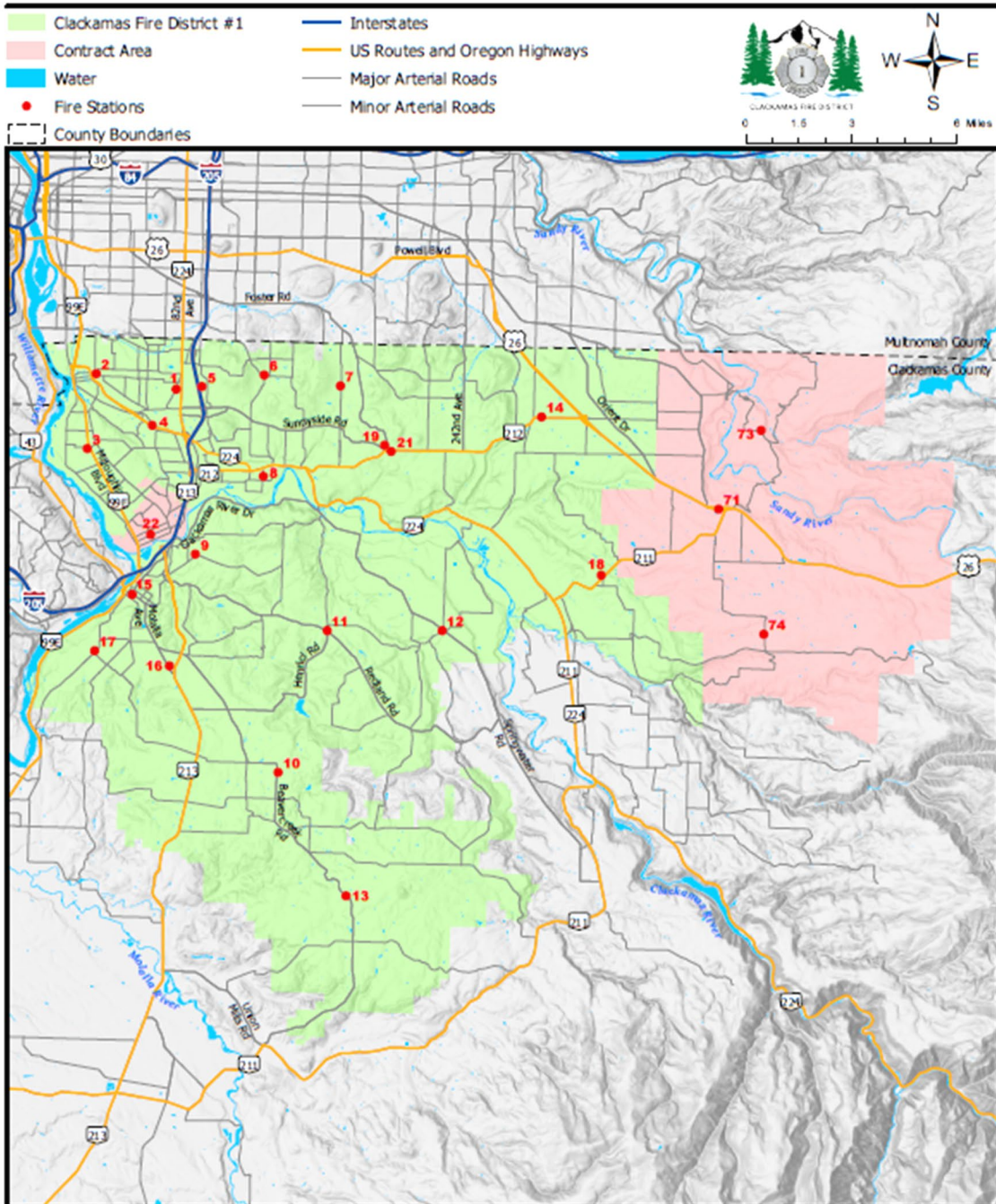
altered or waived if such action would reduce, eliminate or materially alter the requirements that were presented to the District as the conditions for the tax exemptions being granted, including without limitation the base wages to be paid and employee addition requirements.

- The Board may consider EZone proposals on a case-by-case basis, but generally will not support EZone applications for tax exemptions that propose primarily additions of machinery or equipment or upgrades, as such improvements generally do not add assessed value at the end of the exemption period due to depreciation, wear and tear or obsolescence, defeating the concept of added taxable value in the long term.
- Sponsoring agencies should require that applicants for tax exemption include proposals to enhance the level or efficiency of local public services within the proposed EZone, including firefighting and police services.
- The Board generally opposes any termination of the existing statutory sunset provisions for EZones. The District further opposes the creation of EZones on land that is or has formerly been designated as an urban renewal area.

APPENDIX A – DISTRICT MAP

CLACKAMAS FIRE DISTRICT

FIRE DISTRICT AND CONTRACT AREA OVERVIEW



APPENDIX B – RESOLUTION 90-06

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION 90-06
LOCAL CONTRACT REVIEW BOARD
and
PUBLIC CONTRACTING RULES

Whereas, ORS Chapter 279 authorizes any public agency having a governing body to designate its governing board as the local contract review board;

Whereas, Public contracting agencies are required to adopt and observe public contracting rules; therefore be it

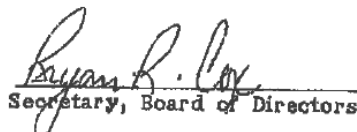
Resolved, That the Board of Directors of Clackamas County Fire District is hereby designated as the Local Contract Review Board;

Resolved, That by copy of this resolution, such intent be filed with the Clackamas County Commission; and be it further

Resolved, That the Board of Directors of Clackamas County Fire District hereby adopt OAR Chapter 137, Divisions 30 and 40, and OAR Chapter 125, Divisions 300 through 360 as rules for the Local Contract Review Board.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

APPENDIX C - ORDINANCE C90-03

CLACKAMAS COUNTY FIRE DISTRICT
ORDINANCE C90-03
Prohibiting Fire Fighters of the District,
Volunteer or Otherwise, and Other
District Employees From Serving as
Directors.

Whereas, The Clackamas County Fire District is a duly organized fire protection district, established in accordance with Oregon Revised Statutes;

Whereas, ORS 478.050 authorizes the Board of Directors to prohibit, by ordinance, fire fighters, volunteer or otherwise, and other district employees from serving as directors of said district;

Whereas, It has been determined to be in the best interest of Clackamas County Fire District to prohibit the above mentioned fire fighters and employees from serving as directors of the Fire District;

NOW, THEREFORE, THE BOARD OF DIRECTORS OF CLACKAMAS COUNTY FIRE DISTRICT ORDAIN AS FOLLOWS:

That a district director of Clackamas County Fire District shall be an elector, or an owner, within the said district and shall not be a fire fighter of the district, volunteer or otherwise, nor any other district employee; and further

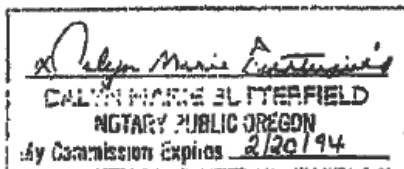
That the requirements of this ordinance do not apply to any regular district election which occurs less than one year after adoption of this ordinance.

READ by title this 10th day of December, 1990.

READ a second time by title and ADOPTED this 21st day of January, 1991.


Chairman, Board of Directors


Secretary, Board of Directors


CALVIN MARIE BUTTERFIELD
NOTARY PUBLIC OREGON
My Commission Expires 2/20/94

APPENDIX D – RESOLUTION C90-18

CLACKAMAS COUNTY FIRE DISTRICT
RESOLUTION C90-18
ESTABLISHING BOARD MEMBER
COMPENSATION & PER DIEM

Whereas, ORS 198.190 provides that members of governing bodies may receive up to \$50 per day, or portion thereof, as compensation for services performed as a member of the governing body;

Whereas, Such compensation is not considered lucrative under the law;

Whereas, The law also provides that the governing body may also provide reimbursement of a member for actual and reasonable traveling and other expenses necessarily incurred in performing official duties; therefore be it

Resolved, That the Board of Directors of Clackamas County Fire District hereby provides compensation for attendance at Board Meetings and committee meetings, and reimbursement for traveling and other expenses (per diem) in conformance with ORS 198.190; and be it further

Resolved, That the amounts of such compensation, per diem rates, and conditions shall be maintained as a statement of Board Policy.

Adopted this date, December 10, 1990.


Chairman, Board of Directors


Secretary, Board of Directors

APPENDIX E –BOARD COMMITTEES/LIAISONS

	2022/2023	2023/2024	Staff Liaison
CAPITAL PROJECTS COMMITTEE: To provide Board oversight and input into the District’s capital needs. <i>Quarterly (Minimum)</i>	Hawes Wall	Hawes Wall	Chief Browne/ CFO Whitaker
CIVIL SERVICE COMMISSION LIAISON: To provide Board representation at the Civil Service Meetings.	Hawes	Hawes	None
EMS COMMITTEE: To provide input into the EMS service delivery system issues related to CFD1 from an elected representative’s perspective. To provide Board representation with TVF&R and Lake Oswego Fire Dept. in providing consulting services regarding the EMS Consortium according to ORS 190. <i>Quarterly (Minimum)</i>	Cross Joseph	Cross Joseph	Division Chief Huffman
EXECUTIVE COMMITTEE: To provide a forum to enable the Board to review the annual performance of the Fire Chief and to perform other duties as assigned by the Board President. <i>Semi-annually (Minimum)</i>	Wall Syring	Syring Hawes	Chief Browne
FOUNDATION LIAISON: To provide timely updates and information to the Board on the affairs of the Foundation. The President shall appoint a Board member to act as a liaison between the Board and the Clackamas Emergency Services Foundation (Foundation). The liaison shall attend the <i>bimonthly</i> Foundation meetings and provide updates at the monthly Board meetings.	Cross	Cross	Chief Browne
INTERAGENCY COMMITTEE: To provide Board representation to other governmental agencies and strategic partners that the District serves or has significant relationships with. Only two Board members will attend any one meeting. <i>Quarterly (Minimum)</i>	Syring Joseph	Syring Joseph	Chief Browne
LEGISLATIVE COMMITTEE: To provide a forum for staff and Board representatives to discuss the political implications of Board action and impacts of legislative proposals. <i>Quarterly (Minimum)</i>	Joseph Wall	Joseph Wall	Chief Browne
VOLUNTEERS’ ASSOCIATION LIAISON: To provide Board representation at the Volunteer Association meetings. <i>Quarterly (Minimum)</i>	Syring Alt: Hawes	Syring Alt: Hawes	Volunteer Program Coordinator/Trainer

SECTION 2
Clackamas Fire District

Resources

10/17/22

Clackamas Fire District

Accounting Policies and Procedures Manual

Revised 09/18/2023

Introduction

This manual has been prepared to document the internal accounting procedures for the Clackamas Fire District (District). Its purpose is to ensure that financial assets are safeguarded, that financial statements are in conformity with generally accepted accounting principles, and that finances are managed with responsible stewardship, in accordance with all applicable state statutes.

All personnel with a role in the management of Clackamas Fire District fiscal operations are expected to uphold the policies in this manual. It is the intention of the District that the accounting manual demonstrates our commitment to proper, accurate financial management and reporting.

Division of Duties

The following is a list of personnel who have responsibilities within the accounting department:

Budget Committee:

1. Reviews and approves annual budget.

Board of Directors:

1. Reviews all financial reports, including annual audit report.
2. Reviews and adopts annual budget.
3. Adopts resolution for interfund loans.
4. Adopts resolution for budget reallocations.
5. Adopts resolution for budget contingency transfer.
6. Reviews and approves all purchases of goods, services and construction projects exceeding \$100,000, unless special purchasing circumstances require board approval.

Fire Chief:

1. Reviews all financial reports.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$100,000.

Assistant Chiefs

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$100,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Division Chiefs:

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$25,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Chief Financial Officer:

1. Supervises all accounting and financial functions of the District.
2. Supervises the work of all finance personnel.
3. Reviews all financial reports.
4. Responsible for accurate maintenance of the General Ledger, including journal entries, fund allocation, and trial balance.
5. Reconciles bank statements monthly.
6. Develops the annual budget with input from the rest of the organization.

7. Reviews and approves purchases up to \$100,000.
8. Directs audit preparation activities and process.
9. Reviews all disbursements for accuracy and conformity to the purchasing policy.
10. Provides oversight for purchasing guidelines.
11. Monitors cash flow and ensures appropriate distribution of cash across various forms of liquidity.
12. Directs investments in alignment with District's investment policy.
13. Reviews and approves all procurement card purchases for the direct reports in their division.

Finance Manager

1. Supervises the Accounts Payable (A/P) Administrative Technician and Accounts Receivable (A/R) Program Specialist.
2. Approves Munis contracts and contract change orders.
3. Approves AP transactions.
4. Creates journal entries.
5. Approves journal entries entered by others.
6. Reviews and approves purchases over \$10,000 to ensure compliance with budget restrictions and procurement policies.
7. Provides oversight for the district's grant activities, including application, maintenance, closeout, and records.
8. Maintains capital assets in accounting software.
9. Leads physical inventory count process.

Battalion Chiefs, Captains, and Department Managers

1. Reviews financial reports. Primary responsibility for report review under their area of responsibility.
2. With the Chief Financial Officer, and input from the rest of the organization, develops the annual budget.
3. Reviews and approves purchases up to \$10,000.
4. Reviews and approves all procurement card purchases for the direct reports in their division.

Accounts Payable (A/P) Administrative Technician:

1. Reconciles and processes all accounts payable.
2. Runs checks weekly in conformance with payable dates.
3. Reconciles A/P Aging Report to Trial Balance Report quarterly.
4. Files 1099s at calendar year end.
5. Provides support during the annual audit
6. Uploads received checks for deposit at district bank.

Accounts Receivable (A/R) Program Specialist:

1. Prepares A/R invoices to send out.
2. Posts deposits to accounting software.
3. Reconciles A/R Aging Report to Trial Balance Report quarterly.
4. Manages grant billing and reimbursements.
5. Approves AP transactions.
6. Provides backup to Payroll Manager.

7. Provides support during the annual audit.
8. Approves vendor changes.

Payroll Manager:

1. Prepares payroll twice monthly.
2. Reconciles completed payroll to Telestaff.
3. Transfers required funds from the LGIP account to the checking account.
4. Provides required reports to the Chief Financial Officer for payroll verification and reporting.
5. Maintains employee files and payroll records.
6. Process payment of all retirement accounts.
7. Processes electronic PERS System, payroll taxes, and other withholding and benefit payments.
8. Process annual workers compensation reports and audit.
9. Provides support during the annual audit.

Front Office Administrative Technician:

1. Receives and records checks and cash..

Fleet Services Administrative Technician:

1. Maintains W-9 files for vendors.
2. Maintains vendor setup and revisions in accounting software.

Cash Receipts Procedures

1. Checks are deposited to the checking account weekly.
2. The Front Office Administrative Technician receives all incoming mail. Checks received by the Administrative Technician are stamped “for deposit only” and sorted by revenue type/GL account in a file drawer. The checks are stored until it is time for the weekly deposit to be prepared.
3. The Front Office Administrative Technician scans the checks into the Finance deposits folder.
4. The Accounts Payable Administrative Technician electronically deposits the checks to the bank and stores the original checks in a file drawer.
5. After depositing the checks, the Accounts Payable Administrative Technician downloads the daily deposit report from the bank and saves it to the Finance deposits folder.
6. The Accounts Receivable Program Specialist uses the daily deposit report and scanned checks to fill an excel sheet with the deposit date, customer name, customer number, dollar amount, check number, and appropriate GL.
7. The Accounts Receivable Program Specialist records the deposit to the general ledger in Munis.
8. The Accounts Receivable Program Specialist saves the spreadsheet and Munis journal report to the Finance deposits folder.
9. The CFO or Finance Manager reconcile the journal with the bank statement.

LGIP Transfers:

The Finance Manager and Chief Financial Officer shall maintain the checking account balance at a level that is sufficient to meet near-term obligations. Remaining funds shall be kept in the Local Government Investment Pool or other investments to maximize interest earnings. All funds received shall be deposited into the checking account. It will be necessary to transfer funds from the LGIP account into the checking account. In order to transfer funds from the LGIP into the checking account, the following procedures shall be followed:

The Finance Manager and Chief Financial Officer shall monitor the balance in the checking account, and determine if there are adequate funds to pay the daily expenses. The Finance Manager and Chief Financial Officer shall transfer funds as necessary. The Payroll Manager shall transfer funds from LGIP to the checking account each pay period to cover payroll. The Accounts Receivable Program Specialist shall record the LGIP transfers in Munis monthly. The Chief Financial Officer shall reconcile the transfers with the checking account and LGIP monthly statements.

Cash Disbursements Procedures

1. Incoming invoices are emailed or mailed to the responsible department by vendors.
2. The department reviews the invoice for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods/services received match.
3. For invoices to be paid against a purchase order, the department reaches out to Logistics to request that Logistics performs goods receipt in Munis.
4. The department uploads the invoice to the Invoice SharePoint folder for the Accounts Payable Administrative Technician to access.
5. The Accounts Payable Administrative Technician reviews the invoice for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods and services received match.
6. Once weekly, disbursements are prepared by the Accounts Payable Administrative Technician for expenses, debts and liabilities of the District.
7. The Accounts Payable Administrative Technician is responsible for the preparation of disbursements. Disbursements are to be made by check or electronic fund transfer.
8. After three-way match is confirmed by the Accounts Payable Administrative Technician, they perform invoice entry in Munis.
9. The Accounts Payable Administrative Technician releases the invoice in Munis for review and approval.
10. The Accounts Receivable Program Specialist or Finance Manager review the invoice in Munis for accuracy, using three-way match, to ensure that the invoice, purchase order or contract, and goods and services received match.
11. After the invoices are approved in Munis, the Accounts Payable Administrative Technician posts the invoices for payment.
12. The Accounts Payable Administrative Technician loads the check printer with check stock, inserts the USB security key into the printer, and prints the checks.
13. The Accounts Payable Administrative Technician downloads the cash disbursements journal, EFT report, and Positive Pay report and saves them into the Finance drive.
14. The Finance Manager reviews the cash disbursements journal and uploads the EFT report and Positive Pay file to the bank.
15. The CFO or Payroll Specialist approves the uploaded EFT report and Positive Pay file in the bank's system.
16. The Accounts Payable Administrative Technician delivers checks to USPS on the same day of printing.
17. The CFO or Finance Manager reconciles the transactions with the bank statement.

Reconciliations

Bank Reconciliations:

1. Monthly bank statements for Key Bank and LGIP are saved to the month-end folder on the District's finance drive.
2. BAI files from Key Bank are uploaded into Munis Bank Reconciliation Manager frequently (at least monthly).
3. Bank Reconciliation Manager in Munis:
 - a. Auto match Munis transactions to Key Bank transactions.
 - b. CFO or Finance Manager manually match remaining transactions.
 - c. If discrepancies are found (bank transaction amount does not match Munis transaction amount, bank deposit or withdrawal not recorded in Munis, etc.), CFO or Finance Manager research and develop solution to resolve discrepancy (correcting journal entry, enter new transaction into Munis, inquire with bank or vendor).
4. CFO completes Key Bank reconciliation with general ledger:
 - a. Compare month-ending balance in -1120 (Cash in Bank) account in Munis with month-ending amount on Key Bank statement.
 - b. Ensure that balances match after accounting for:
 - i. Uncleared checks—Identify outstanding, uncleared checks utilizing Check Register Search in Bank Reconciliation Manager.
 - ii. Munis transactions not yet processed through the bank—Some transactions, particularly certain payroll transactions (PERS, VOYA deferred comp), will hit the general ledger in Munis on the last day of the month, but not be paid through the bank until the following month.
 - iii. Bank transactions with a Munis cash disbursement date in the following month—certain wires or automatic payments may be entered into Munis after the end of the month.
 - c. Reconciliation spreadsheet for each month saved on F: drive.
 - d. Reconciliation spreadsheet reviewed for accuracy by Finance Manager.
 - e. CFO and Finance Manager sign spreadsheet.
5. CFO completes LGIP reconciliation with general ledger:
 - a. Confirm that month-ending balance in -1130 (Cash – LGIP) account in Munis matches month-ending amount on LGIP statement after:
 - i. AR accountant enters transfers from LGIP to Key Bank for the month.
 - ii. CFO enters transfers from Key Bank to LGIP for the month.
 - iii. CFO enters property tax deposits into LGIP for the month.

- iv. CFO enters LGIP interest earnings for the month.
 - v. CFO enters any direct wires from LGIP to vendors for the month (occasionally debt service payments may be made directly from the LGIP account).
 - vi. Finance Manager approves each of the above LGIP transactions in Munis as a form of reconciliation.
- b. Save reconciliation spreadsheet the Finance drive.

Reconciliations of Other General Ledger Accounts:

Each quarter the Finance staff shall review the ending balance shown on balance sheet accounts such as accounts receivable, accounts payable, and other liability accounts. The Finance team shall review the schedules of accounts receivable and deferred revenue and the aging of accounts payable to support the balances shown on the balance sheet.

Purchases

The District shall maintain a Purchasing Policy that is compliant with ORS 279A, 279B, and 279C. The Purchasing Policy will define:

1. Expenditure authority by position, including which purchases require Board of Directors approval.
2. Procurement methods by cost threshold for goods and services, personal services, public improvement projects, and emergency purchases.
3. Exceptions to regular procurement methods that have been approved by the Board of Directors.
4. Internal controls necessary to ensure that the district's purchasing rules are adhered to.

The District shall also maintain a procurement card policy to ensure that proper internal controls are followed and that procurement cards are only used for authorized District purposes and within purchasing rules.

Fixed Asset Management

1. The District maintains a permanent property log or database for all fixed assets with an initial cost of more than \$5,000 and an estimated life in excess of one year.
2. The log shall contain the following information:
 - date of purchase
 - description of item purchased
 - received by donation or purchased
 - cost or fair market value on the date receipt
 - donor or funding source, if applicable
 - funding source restrictions on use or disposition
 - identification/serial number (if appropriate)
 - depreciation period
 - vendor name and address
 - inventory tag number (all fixed assets shall be tagged with a unique identifying number)
3. At least every other year, a physical inspection and inventory shall be taken of all District fixed assets and reconciled to the general ledger balances. Adjustments for dispositions shall be made.
4. District personnel will follow the District's purchase policy and asset disposal policy to ensure asset purchases, sales, and retirements are accurately recorded in the District's financial system.
5. All capital items which have a cost greater than \$5,000 will be capitalized and depreciated.

Payroll

The District shall maintain the following internal controls related to payroll:

1. Any persons running payroll cannot make changes in the timekeeping system (Telestaff). The only exception to this rule is to edit shift employees sick leave entries to health and wellness leave in accordance with CBA article 21.3.
2. The payroll department may upload payroll and vendor files to the banking system (Key Bank), however a second employee outside of the payroll department must approve the bank file in order for processing to be complete.
3. Employees outside of the payroll department will reconcile all payroll transactions in the accounting software (Munis) to verify payroll and bank transactions match.
4. All general journal entries will be made by employees outside of the payroll department.
5. A signature key will be kept in a separate location from the check printer. Checks will not be able to print without the signature key.
6. Blank checks will be kept in a locked drawer and the key will be kept in a separate location.

The District shall also maintain a Pay Practices policy to ensure that local, state, and federal laws regarding employee compensation are adhered to. Pay rates and pay practices will follow the collective bargaining agreements, working agreements, and contracts of the district.

Financial Reporting

Monthly Reports:

The Chief Financial Officer and Finance Manager shall prepare a set of monthly financial reports for distribution to the Fire Chief, Executive Team, and Board of Directors. The reports shall include a budget-to-actual report for the annual operating budget.

Financial reports with updated budget-to-actuals are also available to District staff through Munis, the District's financial system.

Year-End Report/Audit:

Pursuant to Oregon statutes, the District undergoes a comprehensive independent financial audit. At fiscal year-end, a year-end Audit report shall be prepared summarizing the total income and expense activity for the year. This report will be initially reviewed by the Fire Chief, Chief Financial Officer, and the Finance Manager, and then by the Board of Directors.

Grant Compliance

1. Grant applications shall not be submitted without approval of the Fire Chief and Chief Financial Officer.
2. When a new grant is received or renewed, the Finance Manager shall set up a permanent file for the grant and maintain the contract along with any other financial correspondence regarding the grant.
3. It is the responsibility of the Finance Manager to review the grant contract and extract any fiscal items which must be complied with by the District. Typically, for government grants, reference will be made to various publications put out by the Office of Management and Budget (OMB) and FEMA to which District is responsible for adhering.
4. It is a policy of the District to adhere to any restrictions imposed by its funders, both governmental and private. Therefore, District employees are expected to bring to the attention of management, any instances of non-compliance.
5. Grant funds will be deposited in the District's Grant Fund.

Fiscal Policy Statements

1. All cash accounts owned by Clackamas Fire District will be held in financial institutions which are federally insured and participate in the Oregon State Treasury's Public Funds Collateralization Program. .
2. All capital expenditures which exceed \$5,000 and have a useful life in excess of one year will be capitalized on the books and records of the District.
3. No salary advances will be made under any circumstances.
4. Fiscal management personnel are required to take annual vacation which will not interfere with fiscal procedures. Variances to this policy shall be made in special circumstances, with written permission from the Fire Chief.
5. It is the policy of District to reimburse out of pocket expenses only when supporting documentation has been presented for approved costs incurred.
6. The Fire Chief and two Board Members are signators of all District bank accounts. Two signatures are required for all disbursements.
7. Bank statements will be reconciled monthly to account for any outstanding or lost checks.
8. Expense reports will be maintained which will disclose the nature of expenses, and the dates incurred.
9. Separate files will be maintained for each bank account and each vendor. Files will be kept separately for each fiscal year.
10. The services of a Certified Public Accountant will be engaged to prepare a formal financial audit of the District fiscal year-end.

Section 3

Clackamas Fire District

Cash Management Policy

Revised 09/18/23

**SECTION 3
CLACKAMAS FIRE DISTRICT
CASH MANAGEMENT POLICY AND PROGRAM**

INTRODUCTION

Clackamas Fire District typically receives 93 percent of its property tax revenue during the months of November through March. During the other seven months, the Fire District relies somewhat on a modest amount of tax revenue, but much more on the financial assets received and invested during the high revenue period of late fall and winter. The Fire District's fiscal management policies, therefore, profoundly affects its ability to provide service during the rest of the year.

The objectives of any governmental organization, which relate to its fiscal management, are to maintain sufficient liquidity of assets so that obligations are paid when due, to ensure the safety of principle, and to maximize investments revenues. The techniques used to attain these objectives are commonly referred to as "cash management". Both law and public policy regulate an organization's cash management program.

Oregon Revised Statues 294.005 through 294.155 specify the manner with which public funds are administered, and ORS 295.005 through 295.110 regulate deposits of public funds and securities. Though the law specifies that the Board of Directors of the Fire District are legally accountable for the proper management of the public funds entrusted to them, realities dictate that the responsibility for cash management should be delegated to a "custodial officer" with which to administer the Fire Districts cash management program.

SCOPE

The cash management program applies to financial assets of all funds accounted for in the annual budget of the Fire District. Investments detailed by the program make up the Fire District's "short-term investment portfolio." The investments permitted by the cash management program are limited to maturities of one year or less. Long term investments (up to or longer than 18 months) outside of the Local Government Investment Pool (LGIP) may be authorized by action of the Board of Directors.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer. The custodial officer has the responsibility to ensure that cash is available to meet day-to-day demands, and to invest excess cash, while adhering to requirements set forth in ORS and this policy. In the absence of, or at the request of the custodial officer, the Fire District's Chief Financial Officer has the authority to:

- a) Reinvest existing investments for 30 days or less
- b) Deposit mature investments to the Local Governments Investment Pool (LGIP) account or into the Districts general operating, or "sweep," account,
- c) Deposit tax and other receipts into either LGIP or sweep accounts, and

- d) Transfer operating funds from the LGIP account to the sweep account as required.

POLICY

It is the policy of the Fire District that surplus financial assets shall be invested in order to provide maximum return balanced by safety of capital. To accomplish these goals, the custodial officer shall place excess funds in the Fire District's short-term investment portfolio. The standard of "prudent investor" shall be applied to all investment decisions; that is, investments shall be made with judgment and care, not for speculation, but for investment—considering the probable safety of capital as well as the expected income to be derived. Investments shall at all times conform to the list of authorized investments published by the Oregon State Treasurer (Exhibit 1).

GOALS

The goals of the cash management program are itemized in order of the relative importance.

1. To provide safety of capital. Safety shall be accomplished by diversifying instruments, institutions, or the mix of assets within an investment, and by attention to the quality of the investments.
2. To ensure the legality of investments. Legality shall be accomplished by attention to constraints as outlined in ORS 294.035 through 294.048.
3. To provide liquidity sufficient for cash disbursements. Liquidity shall be accomplished maintaining appropriate balance of working capital in the LGIP and SWEEP accounts, and by matching investment maturities with anticipated cash flow requirements.
4. To earn a rate of return at least equal to the return of a comparable maturing U.S. Treasury Bill, as stated in a 360-day yield.

DIVERSIFICATION

The Custodial Officer will determine the appropriate percentage of the Fire District's assets to apply to the district's portfolio, and the percentage to keep available for operating funds. The District, as a matter of policy, will diversify its portfolio in order to avoid unreasonable risk. Specifically, the District will attempt to ensure that its assets are invested across investment type, maturity, and institution subject to the following guidelines.

1. The District may invest its surplus up to 100 percent of its financial assets in the LGIP, which is operated by the Oregon State Treasurer.
2. If the Fire District elects not to invest 100 percent in the LGIP, the balance of the portfolio will be distributed according to the mix described in Exhibit 2.

CONTROL

1. The custodial officer shall routinely monitor the contents of the investment portfolio, the available markets, and the relative values of competing instruments. The portfolio shall be lawfully adjusted as necessary, and in accordance of the cash management program.
2. The custodial officer shall maintain a log of investments purchases which details investments, maturities, yields, and fees. The investment log shall be available for review by the Board of Directors, the auditors, and the public.
3. A financial report which outlines outstanding investments shall be prepared for presentation to the Board of Directors at each monthly meeting by the custodial officer.
4. In event that major market changes occur which significantly impact the stated objectives of the cash management program, the custodial officer shall act appropriately and report to the Board of Directors at the earliest opportunity
5. Investment securities purchased by the Fire District may be held in third party safekeeping by the institution, or by the Fire District's custodial bank. The institution shall issue a safekeeping receipt to the District listing the specific instruments, rate, maturity, and other pertinent information.
6. Deposit securities (i.e. certificates of deposit) shall be collateralized through the State Collateral Pool as required by ORS for any amount exceeding FDIC or FSLIC coverage. Other securities shall be collateralized by the actual securities held in safekeeping by the institutions.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless the Fire District needs or market changes warrant an earlier review.

EXHIBIT 1

Local Government Investments

Allowed by ORS

**U.S. Government and Agency Securities
For Local Government Investments
Under ORS 294.035 and 294.040
Provided Pursuant to ORS 294.046
Revised 2015**

294.035 Investment of surplus funds of political subdivisions; approved investments.

(1) Subject to ORS [294.040 \(Restriction on investments under ORS 294.035\)](#) and [294.135 \(Investment maturity dates\)](#) to [294.155 \(Annual audit report\)](#), the custodial officer may invest any sinking fund, bond fund or surplus funds in the custody of the custodial officer in the bank accounts, classes of securities at current market prices, insurance contracts and other investments listed in this section, but only after obtaining from the governing body of the county, municipality, political subdivision or school district a written order that has been entered in the minutes or journal of the governing body.

(2) This section does not:

(a) Limit the authority of the custodial officer to invest surplus funds in other investments when the investment is specifically authorized by another statute.

(b) Apply to a sinking fund or a bond fund established in connection with conduit revenue bonds issued by a county, municipality, political subdivision or school district for private business entities or nonprofit corporations.

(3) Investments authorized by this section are:

(a) Lawfully issued general obligations of the United States, the agencies and instrumentalities of the United States or enterprises sponsored by the United States Government and obligations whose payment is guaranteed by the United States, the agencies and instrumentalities of the United States or enterprises sponsored by the United States Government.

(b) Lawfully issued debt obligations of the agencies and instrumentalities of the State of Oregon and its political subdivisions that have a long-term rating of A or an equivalent rating or better or are rated on the settlement date in the highest category for short-term municipal debt by a nationally recognized statistical rating organization.

(c) Lawfully issued debt obligations of the States of California, Idaho and Washington and political subdivisions of those states if the obligations have a long-term rating of AA or an equivalent rating or better or are rated on the settlement date in the highest category for short-term municipal debt by a nationally recognized statistical rating organization.

(d) Time deposit open accounts, certificates of deposit and savings accounts in insured institutions as defined in ORS [706.008 \(Additional definitions for Bank Act\)](#), in credit unions

as defined in ORS [723.006 \("Credit union" defined\)](#) or in federal credit unions, if the institution or credit union maintains a head office or a branch in this state.

(e) Share accounts and savings accounts in credit unions in the name of, or for the benefit of, a member of the credit union pursuant to a plan of deferred compensation.

(f) Fixed or variable life insurance or annuity contracts as defined by ORS [731.170 \("Life insurance"\)](#) and guaranteed investment contracts issued by life insurance companies authorized to do business in this state.

(g) Trusts in which deferred compensation funds from other public employers are pooled, if:

(A) The purpose is to establish a deferred compensation plan;

(B) The trust is a public instrumentality of such public employers and described in section (2)(b) of the Investment Company Act of 1940, 15 U.S.C. 80a-2(b), as amended, in effect on September 20, 1985, or the trust is a common trust fund described in ORS [709.170 \(Establishment of an investment in common trust funds\)](#);

(C) Under the terms of the plan the net income from or gain or loss due to fluctuation in value of the underlying assets of the trust, or other change in such assets, is reflected in an equal increase or decrease in the amount distributable to the employee or the beneficiary thereof and, therefore, does not ultimately result in a net increase or decrease in the worth of the public employer or the state; and

(D) The fidelity of the trustees and others with access to such assets, other than a trust company, as defined in ORS [706.008 \(Additional definitions for Bank Act\)](#), is insured by a surety bond that is satisfactory to the public employer, issued by a company authorized to do a surety business in this state and in an amount that is not less than 10 percent of the value of such assets.

(h)(A) Banker's acceptances, if the banker's acceptances are:

(i) Guaranteed by, and carried on the books of, a qualified financial institution;

(ii) Eligible for discount by the Federal Reserve System; and

(iii) Issued by a qualified financial institution whose short-term letter of credit rating is rated in the highest category by one or more nationally recognized statistical rating organizations.

(B) For the purposes of this paragraph, "qualified financial institution" means:

(i) A financial institution that is located and licensed to do banking business in the State of Oregon; or

(ii) A financial institution that is wholly owned by a financial holding company or a bank holding company that owns a financial institution that is located and licensed to do banking business in the State of Oregon.

(C) A custodial officer shall not permit more than 25 percent of the moneys of a local government that are available for investment, as determined on the settlement date, to be invested in banker's acceptances of any qualified financial institution.

(i)(A) Corporate indebtedness subject to a valid registration statement on file with the Securities and Exchange Commission or issued under the authority of section 3(a)(2) or 3(a)(3) of the Securities Act of 1933, as amended. Corporate indebtedness described in this paragraph does not include banker's acceptances. The corporate indebtedness must be issued by a commercial, industrial or utility business enterprise, or by or on behalf of a financial institution, including a holding company owning a majority interest in a qualified financial institution.

(B) Corporate indebtedness must be rated on the settlement date P-1 or Aa or better by Moody's Investors Service or A-1 or AA or better by Standard & Poor's Corporation or equivalent rating by any nationally recognized statistical rating organization.

(C) Notwithstanding subparagraph (B) of this paragraph, the corporate indebtedness must be rated on the settlement date P-2 or A or better by Moody's Investors Service or A-2 or A or better by Standard & Poor's Corporation or equivalent rating by any nationally recognized statistical rating organization when the corporate indebtedness is:

(i) Issued by a business enterprise that has its headquarters in Oregon, employs more than 50 percent of its permanent workforce in Oregon or has more than 50 percent of its tangible assets in Oregon; or

(ii) Issued by a holding company owning not less than a majority interest in a qualified financial institution, as defined in paragraph (h) of this subsection, located and licensed to do banking business in Oregon or by a holding company owning not less than a majority interest in a business enterprise described in sub-subparagraph (i) of this subparagraph.

(D) A custodial officer may not permit more than 35 percent of the moneys of a local government that are available for investment, as determined on the settlement date, to be invested in corporate indebtedness, and may not permit more than five percent of the moneys of a local government that are available for investment to be invested in corporate indebtedness of any single corporate entity and its affiliates or subsidiaries.

(j) Repurchase agreements whereby the custodial officer purchases securities from a financial institution or securities dealer subject to an agreement by the seller to repurchase the securities. The repurchase agreement must be in writing and executed in advance of the initial purchase of the securities that are the subject of the repurchase agreement. Only securities described in paragraph (a) of this subsection may be used in conjunction with a repurchase agreement and such securities shall have a maturity of not longer than three years.

The price paid by the custodial officer for such securities may not exceed amounts or percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short Term Fund Board created by ORS [294.885 \(Oregon Short Term Fund Board\)](#).

(k) Shares of stock of any company, association or corporation, including but not limited to shares of a mutual fund, but only if the moneys being invested are funds set aside pursuant to a local government deferred compensation plan and are held in trust for the exclusive benefit of participants and their beneficiaries.

(L) The investment pool as defined in ORS [294.805 \(Definitions for ORS 294.805 to 294.895\)](#) and, with the approval of the State Treasurer, any other commingled investment pool that may be established in the discretion of the State Treasurer for investment of the funds of local governments. The State Treasurer may require the governing body of a local government to enter into an investment agreement with the State Treasurer as a condition of investing funds in a commingled investment pool under this paragraph. [Amended by 1957 c.53 §1; 1957 c.689 §1; 1965 c.404 §1; 1973 c.157 §1; 1973 c.288 §1; 1974 c.36 §9; 1975 c.359 §3; 1977 c.300 §1; 1981 c.804 §84; 1981 c.880 §13; 1983 c.456 §2; 1985 c.256 §2; 1985 c.440 §1; 1985 c.690 §2; 1987 c.493 §1; 1991 c.459 §379; 1993 c.59 §1; 1993 c.452 §1; 1993 c.721 §1; 1995 c.79 §102; 1995 c.245 §2; 1997 c.249 §91; 1997 c.631 §446; 1999 c.601 §1; 2001 c.377 §43; 2003 c.405 §1; 2005 c.443 §§13,13a; 2009 c.821 §25; 2013 c.192 §1; 2014 c.18 §1]

294.040 Restriction on investments under ORS 294.035. The bonds listed in ORS 294.035 (3)(a) to (c) may be purchased only if there has been no default in payment of either the principal of or the interest on the obligations of the issuing county, port, school district or city, for a period of five years next preceding the date of the investment. [Amended by 1995 c.245 §3; 2005 c.443 §21]

294.046 List of approved securities for investment under ORS 294.035; distribution. The State Treasurer shall prepare and keep current a list of agencies and instrumentalities of the United States with available obligations that any county, municipality, political subdivision or school district may invest in under ORS 294.035 (3)(a) and 294.040. The list shall be distributed, upon request, to any county, municipality, political subdivision or school district. [1973 c.157 §3; 1975 c.359 §4; 1995 c.245 §4; 2005 c.443 §22]

EXHIBIT 2

Authorized Investment Mix

CLACKAMAS FIRE DISTRICT

Authorized Investment Mix for Investments Outside LGIP

<u>Investment Types</u>	<u>Maximum % of Portfolio</u>
US treasury Bills, Bonds, Notes, & STRIPS	100%
Federal Agency Bonds and STRIPS	90%
Bank Liabilities	
CD's	50%
Bank Acceptance (25% w/any on bank)	50%
Repurchase Agreements	
With one institution	10%
Overnight Repos with one institution	25%
Commercial Paper A-2/P-2 or better	
Oregon Issue (up to 10% with any one)	20%
Savings and Loan Liabilities	
CD's (up to 150,000 w/any one institution)	25%

<u>Maturity Scheduling</u>	<u>Minimum % of Portfolio</u>
Under 30 Days	10%
Under 180 Days	50%
Under 270 Days	85%
Under 1 Year	100%

Clackamas Fire District

Ending Fund Balance

INTRODUCTION

Clackamas Fire District follows a fiscal year that begins on July 1 of each year and ends on June 30 of the following year. The primary source of revenue for the district is property taxes, which are assessed effective July 1, but are usually not received until around the middle of November. The Fire District therefore must either operate on cash that is carried over from the previous year or borrow money to meet operating needs.

The Fire District carries an ending fund balance—or carryover—that is intended to provide working capital from the end of the fiscal year in July until the receipt of property tax revenue in mid-November. The working capital is referred to as “Ending Fund Balance” from the previous budget year which becomes “Beginning Fund Balance” in the following year. According to ORS 294.371,

“A municipal corporation may include in its budget an estimate of unappropriated ending fund balance for each fund, for use in the fiscal period following that for which the budget is being prepared. The estimate authorized by this section represents cash or net working capital which will be carried over into the year following the ensuing fiscal year for which the budget is being prepared...The unappropriated ending fund balance authorized by this section shall become a budget resource at the close of the ensuing fiscal year for the succeeding year.”

Because the ending fund balance becomes a resource at the beginning of the succeeding year, it is important to ensure that the district maintains the working capital in its ending fund balance to meet cash-flow requirements in the months preceding the receipt of tax dollars.

SCOPE

The ending fund balance policy applies only to the general fund and to the accounting line items identified as “Ending Fund Balance” and “Beginning Fund Balance” in the Fire District’s annual budget.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer of all Fire District financial accounts. The custodial officer has the responsibility to endure that the district can meet day-to-day demands and also to ensure that the district can access the resources necessary to meet cash flow requirements during the months prior to receiving property taxes. Among those responsibilities are:

- Recommending board action on cash-flow requirements.

- Taking the steps necessary to ensure that the district has the operating resources necessary to meet its cash-flow needs, and
- Developing contingency plans for those years when the district falls short of its cash flow needs.

In the absence of, or the request of, the custodial officer, the fire district's executive officer will have the authority and responsibility manage the district's financial accounts.

POLICY

It shall be the goal of the Board of Directors of Clackamas Fire District to maintain sufficient resources in its ending balance to meet cash flow needs in the succeeding year. For the purposes of this policy, ending fund balance shall mean the sum of the amount budgeted as "ending fund balance" plus the amount budgeted as "restricted reserve." The baseline amount for determining the budgeted ending fund balance shall be calculated as 35% of the operating budget, which includes Personnel Services costs, Materials and Services costs and Capital Outlay.

The Board's objective shall be to maintain sufficient funds in ending fund balance and to avoid using debt financing to obtain operating capital. The Board of Directors recognizes that the local and regional economic environment, changes to the tax structure, and changes in consumer demand for service will at times make it impossible to allocate sufficient funds to meet the baseline amount described above. While tax anticipation borrowing may be acceptable on a short-term basis, it does not meet the board's policies over the long term.

GOALS

The goals of the ending fund balance policy are established below:

1. To meet cash flow needs by providing working capital during succeeding years' budgets
2. To reduce costs by limiting tax anticipation borrowing and by accruing interest revenue on the carryover funds.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless Fire District needs or known changes warrant a more frequent review.

Clackamas Fire District
Restricted (Catastrophic) Contingency Fund

INTRODUCTION

Clackamas Fire District carries an ending fund balance that is proposed to provide working capital from the end of the fiscal year in July until the receipt of property tax revenue in the mid November. The working capital is referred to as “Ending Fund Balance” from the previous budget year which becomes “Beginning Fund Balance” in the following year. According to ORS 294.371,

“A municipal corporation may include in its budget an estimate of unappropriated ending fund balance for each fund, for use in the fiscal period following that for which the budget is being prepared. The estimate authorized by this section represents cash or net working capital which will be carried over into the year following the ensuing fiscal year for which the budget is being prepared...The unappropriated ending fund balance authorized by this section shall become a budget resource at the close of the ensuing fiscal year for the succeeding year.”

Ending fund balance (EFB) amounts are not appropriated, as such, the Fire District is highly restricted in its ability to redirect the EFB in the event a catastrophic natural disaster or other emergency. Ending fund balance amounts cannot be appropriated during the year during they are budgeted. Catastrophic events could cause the district to expend thousands or hundreds of thousands of dollars to mitigate the emergency and to protect the public against immediate threats to public and safety.

Maintaining a “restricted reserve” line item in the annual budget is an appropriate way to provide the district with financial liquidity in the event of a local or regional calamity, and ensure that the line item is not considered as part of general contingency.

SCOPE

The restricted (catastrophic) contingency policy applies only to the accounting line item identified as “Restricted Contingency” in the district annual budget. The policy is not intended to restrict the district’s use of general operating contingency which is transferred according to board action based on unanticipated general operating expenses.

AUTHORITY

The Board of Directors designates the Fire Chief as the custodial officer of all district financial accounts. The custodial officer has the responsibility to ensure that the district can meet day-to-day demands and also to ensure that the district can access the resources necessary to react to catastrophic events. Among those responsibilities are:

- Recommending board action on transfer to restricted contingency funds,
- Taking the steps necessary to recover restricted contingency funds from state and federal sources,
- Monitoring the use of restricted contingency funds to ensure compliance with applicable law.

In the absence of, or at the request of, the custodial officer, the fire district's executive officer will have the authority and responsibility manage the district's custodial accounts.

POLICY

It shall be the policy of the Board of Directors of Clackamas Fire District to maintain a line item entitled "Restricted Contingency" within the district's annual budget. That line item will be established as a contingency account as provided in Oregon statutes. Restricted contingency funds are intended to provide liquidity to the district, and as such are restricted as follows:

- 1) The budget line item for the restricted contingency shall not exceed 10 percent of the total expenditures in the General fund;
- 2) Transfer from the restricted contingency shall only occur after the board adopts a resolution or ordinance authorization the transfer;
- 3) Transfer shall be made only to resolve immediate and catastrophic emergencies that threaten public health or public safety, such as,
 - a) Civil disturbance or other man-made disaster
 - b) Conflagration—either structural or wild—involving the Fire District's service area;
 - c) flood
 - d) hazardous materials leakage, explosion, or contamination;
 - e) earthquake or other calamity or natural disaster; or
 - f) significant disruption of the local or regional ambulance transportation infrastructure that endangers public health as determined by the authority having jurisdiction.
- 4) The district does not waive its right to seek reimbursement for expenses related to these emergencies.
- 5) The restricted contingency is not to be used in lieu of the general operating contingency.

In general, the restricted contingency account is expected to be used for unanticipated and unbudgeted events that are expected to last more than 7 days and cost more than \$50 thousand.

GOALS

The goals of the restricted contingency are established below:

- 1) To provide liquidity of capital in the event that an unanticipated and catastrophic events endangers the safety of the district's populace.
- 2) To protect the district against adverse timing of reimbursement from the Federal Emergency Management Agency (FEMA), from the state of Oregon through the Conflagration Act, or through other reimbursable expenditures.

REVIEW

This policy shall be annually reviewed and modified, if appropriate, at the end of each fiscal year by the Board of Directors unless District needs or known changes warrant a more frequent review.

Clackamas Fire District

DEBT MANAGEMENT POLICY

Revised 09/18/2023

Clackamas Fire District

Debt Management Policy

1. BACKGROUND

Clackamas Fire District is a full service fire district with substantial capital investment in the urban, suburban, and rural areas within Clackamas County. The District has grown rapidly in both population and assessed value during the last five years, and it appears that this trend will continue. One of Clackamas Fire District's greatest attributes is its strong commercial and industrial base, the value of which provides an opportunity to leverage funds with limited impact on individual taxpayers.

In addition, the fire district has been an infrequent user of long-term debt instruments in the past, relying instead on short-term debt, such as occasional lease-purchase agreements or tax anticipation notes, to accomplish the mission of the District. In the future, the District may find it necessary to accomplish projects in the public good that require issuance of various types of debt. In order to make the best use of its funding dollar, and to formalize the philosophy of the Board of Directors regarding debt, the following Debt Management Policy is established.

2. GENERAL DEBT POLICY

Clackamas Fire District maintains the fundamental philosophy of funding its programs, including capital outlay programs, through the use of internal funds whenever possible. In addition, the District will take every reasonable opportunity to apply for grant funding for capital purchases. Nevertheless, the District recognizes that at times long- or short-term funding may be necessary to maximize the value that the District provides to its stakeholders.

When programs are proposed to be funded through the use of debt, District personnel will first carefully evaluate the program in terms of necessity. The District will then determine if funding from other sources is possible or feasible, create maximum benchmarks for debt, as set forth herein, and arrange for financing, if deemed appropriate, on terms appropriate to the District's needs.

This Policy is intended to provide a general framework within which financing decisions can be made. Specifically, it reflects the limits established by the Board of Directors, and provides the ground rules by which requests for debt financing can be evaluated. The Policy will be reviewed by the Board annually as part of the review of the Board Policy Manual.

As used in this Policy, the term “debt” and “indebtedness” refers to the issuance of long- and short-term securities, capital leases and loans.

3. CHIEF FINANCIAL OFFICER

The Fire Chief has overall authority and responsibility for all financial matters of the District. The Fire Chief may appoint one person to act as the Chief Financial Officer. The Chief Financial Officer is charged with the responsibility to represent the District in all matters related to the issuance of debt. The Fire Chief and the Chief Financial Officer, or such person designated by the Fire Chief shall place debt issuances that exceed 60 days or \$50,000 before the Board of Directors for approval.

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4. SELECTION OF CONSULTANTS AND SERVICE PROVIDERS

The Chief Financial Officer, or their designee, shall be responsible for recommending the services of bond attorneys, financial advisors, underwriters, paying agents, and other service providers as necessary. The selection process shall follow applicable purchasing rules and procedures and shall be performed so as to promote participation from qualified service providers and to secure services at competitive prices. The Board of Directors shall make the selection, taking into account these recommendations.

5. COMPREHENSIVE CAPITAL PLANNING AND FINANCING SYSTEM

A. Capital Planning and Financing System.

The District shall develop a capital planning and financing system for use in preparing a multi-year Capital Projects Plan for (1) real estate purchases and improvements (2) facility construction, and (3) purchasing and improving apparatus and other equipment. The Capital Projects Plan shall be reviewed at least annually by the Board of Directors and will be used in preparing the District's annual budget. Division Managers shall prepare five to fifteen year capital plans and will submit those plans to the Fire Chief for inclusion in the Capital Projects Plan. Overall responsibility for coordinating and preparing the Capital Projects Plan will reside with the Budget Officer. Responsibility for adopting the Capital Projects Plan resides with the Board of Directors.

~~The Capital Projects Plan shall at least include an overview of planned projects, a description of the anticipated sources of funds, the timing of capital projects, the effect of the projects on overall District indebtedness, including potential bond sales or loans, annual debt outstanding, reserves, and debt service requirements. The plan shall also analyze the conformance of planned debt financings with Policy targets regarding the (1) magnitude and composition of the District's indebtedness, and (2) the economic and fiscal resources of the District to bear such indebtedness over the life of the debt.~~

B. Debt Calendar and Financing Priorities.

The Chief Financial Officer, or their designee, shall be responsible to oversee and coordinate the timing, process of issuance, and marketing of the District's borrowings and capital funding activities required in support of the Capital Projects & Replacement Plans. In this capacity, the Chief Financial Officer, or their designee, shall make recommendations to the District Board regarding necessary and desirable actions and shall

keep it informed through regular and special reports as to the progress and results of current-year activities under the Plan.

C. Maintenance, Replacement, and Renewal.

Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize the useful life of the District's capital assets, the District should set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal as approved in Capital Projects & Replacement Plans.

D. Debt Authorization.

No District debt issued for the purpose of funding capital projects shall be authorized by the District Board of Directors unless it has been included in the Capital Projects & Replacement Plans or until the Board has modified the Plan. Such modification shall occur only after the Board has received a report of the impact of the contemplated borrowing on the existing Capital Projects & Replacement Plans and recommendations as to the financing arrangements from the Chief Financial Officer, or their designee.

6. SECURITY PLEDGE

District revenues shall not be pledged as security on any debt issuance or loan unless an analysis has been performed to evaluate the risks to District resources from repayment of such debt, and that such risk is determined to be at a level acceptable to the Board of Directors.

7. LIMITATIONS ON DISTRICT INDEBTEDNESS

A. Limits on Total District Indebtedness.

The Fire District shall limit total indebtedness pursuant to ORS 478.410, which currently sets a maximum debt limit of one and one quarter percent (1.25%) of the real market value of all taxable property within the District.

B. Limitations on Limited-tax Obligations.

The District may enter into purchase agreements, financing agreements, lease-purchase agreements or other agreements to finance the acquisition of assets or capital improvements within the limitations of Article XI, Sections 11 and 11b of the Oregon Constitution. Annual aggregate debt service for outstanding limited-tax obligations and any new limited-tax obligations shall not exceed five percent (5%) of the District's budgeted General Fund expenditures in the year any new limited-tax obligations are to be incurred. Exceptions to the 5% limitation include tax anticipation notes and pension obligations.

8. TYPES, STRUCTURE, AND TERM OF DEBT AUTHORIZED

Repayment of authorized debt obligations shall be designed to facilitate revenue flow expectations to ensure matching of revenues and debt service payments, to allow flexibility for early redemption, and to facilitate competitive rates.

The Board of Directors desires to retire all debt in as short a term as possible, recognizing that those shorter time periods require higher annual payments. For loans and bonded debt, a maturity of ten years or less is desired, and no loan or bond shall mature more than the greater of (1) 20 years from the date of issuance or (2) after a period of time that exceeds 40 percent of the useful life of the assets being financed with the proceeds of the borrowing. Leases and short-term borrowings shall not exceed five years.

The District shall establish, to the extent possible, a payment schedule based upon fixed interest rates and a level debt service structure in aggregate with outstanding and planned future indebtedness. Optional redemption provisions may be used in accordance with State statute. Term bonds may be used to meet investor demand.

9. METHOD OF SALE

A. Competitive Sale.

The District shall seek to issue its debt obligations in a competitive sale unless the Chief Financial Officer, or their designee, determines that such a sale method will not produce the best results for the District. In instances where the District, in a competitive bidding for its debt securities, deems the bids received as unsatisfactory or does not receive bids, it may, at the direction of the Board of Directors, enter into negotiation with one or more underwriters for the sale of the securities.

B. Negotiated Sale.

When determined appropriate by the Chief Financial Officer, or their designee, and approved by the Board of Directors, the District may elect to sell its debt obligations through a negotiated sale. Such determination may be made on an issue-by-issue basis, or for part or all of a specific financing program. Selection of the underwriting team shall be made pursuant to selection procedures set forth in this Policy.

C. Private/Direct Placement.

When determined appropriate by the Chief Financial Officer, or their designee, and approved by the Board of Directors, the District may elect to sell its debt obligations through a private/direct placement or limited public offering. If the District anticipates several private placement financings, the District may elect to complete a Request for Proposal process in order to establish a Financing Entity of Record.

The services of a financial advisor or placement agent may be obtained to assist in the Request for Proposal process.

10. SHORT-TERM DEBT AND INTERIM FINANCING:

A. Lines and Letters of Credit.

Where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the District with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing for such lines or letters of credit must be planned for and determined to be feasible by the Chief Financial Officer, or their designee. Any agreements with financial institutions for the acquisitions of lines or letters of credit shall be approved by the District Board of Directors. Lines and letters of credit shall be in support of projects contained in the approved Capital Projects & Replacement Plans, or shall be for the purposes of obtaining tax, revenue or grant anticipation financing.

B. Bond Anticipation Notes.

Where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District may choose to issue Bond Anticipation Notes as a source of interim capital project financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible by the Chief Financial Officer, or their designee. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization by and approval of the District Board of Directors.

C. Tax and Revenue Anticipation Notes.

The District will at all times attempt to maintain an ending fund balance at the end of each fiscal year that is at least sufficient to meet the organization's financial needs until November 15 of the following fiscal year. Further, the District will attempt to increase its ending fund balance over time so that future Tax Anticipation Borrowings can be avoided. However, where their use is judged by the Chief Financial Officer, or their designee, to be prudent and advantageous to the District, the District may choose to issue Tax and Revenue Anticipation Notes as a source of internal working capital and cashflow needs. Before issuing such notes, cashflow projections will be prepared and reviewed by the Fire Chief and the Chief Financial Officer, or their designee. Tax and revenue anticipation notes may be sold in either a competitive, negotiated sale, or private placement subject to authorization and approval by the District Board of Directors.

11. FINANCING PROPOSALS.

Any capital financing proposal involving a pledge or other extension of the District's credit through the sale of securities, execution of loans or leases, or making guarantees or otherwise involving directly or indirectly the lending or pledging of the District's credit shall be referred to the Finance

Director. The Chief Financial Officer, or their designee, together with the Fire Chief shall, in a timely manner, analyze the proposal, respond to the proposal, and recommend to the Board the required action to be taken.

12. DERIVATIVE PRODUCTS.

The District will not enter into contracts or agreements involving interest rate swaps, floating/fixed rate auction or reset securities, or other forms of debt bearing synthetically determined interest rates as authorized under Oregon statutes.

13. OTHER POLICIES AND REQUIREMENTS

The annual audit of the District shall describe in detail all funds and fund balances established as part of any direct debt financing of the District. The audit may also contain a report detailing any material or rate covenants contained in any direct offering of the District and whether or not such covenants have been satisfied.

14. ONGOING DISCLOSURE.

The Chief Financial Officer, or their designee, shall be responsible for providing ongoing disclosure information to established state and national information repositories, rating agencies, insurers and investors and for maintaining compliance with continuing disclosure undertakings as required by state and national regulatory bodies. Disclosure shall take the form of the Annual Audited Financial Statement unless information is required by a particular bond issue that is not reasonably covered within the Annual Audited Financial Statement. The District will follow the Standard Operating Procedure for Bond Post-Issuance Compliance, incorporated into this Policy by reference.

15. SPECIAL FUNDS.

A. Dedication of Special Funds.

Special funds dedicated for capital projects will be segregated in the accounting system and used only for the intended capital purposes.

B. Interfund Borrowing.

The District may at times, subject to Board approval, engage in borrowing between funds to meet operating capital, cashflow, or other requirements. When interfund borrowing occurs the Chief Financial Officer, or their designee, will ensure that the appropriate funds are repaid during the same budget year in which they are borrowed. That repayment will include interest in the amount that would have been earned had the interfund borrowing not occurred. When appropriate or prudent the Board of Directors may authorize interfund borrowing for longer terms.

C. Disposition of Assets.

The District may at times dispose of assets. Money generated through the disposition of surplus property shall be deposited as a resource of the appropriate reserve fund. The District will follow the procedures defined in the Disposal of Equipment and Scrap Standard Operating Procedure, which is incorporated by reference in this Policy.

16. GLOSSARY OF TERMS

Ad Valorem Tax: a tax calculated “according to the value” of property. Such a tax is based on the assessed valuation of real and tangible personal property.

Advance Refunding: a procedure whereby outstanding bonds are refinanced by the proceeds of a new bond issue. Typically an advance refunding is performed to take advantage of interest rates that are significantly lower than those associated with the original bond issue or to remove restrictive language.

Arbitrage: the difference between the interest rate cost of a debt instrument and the rate of interest earned on the investment of the proceeds. Federal law limits the amount of interest cities earn on proceeds of debt issuance.

Bond: includes bonds, debentures, notes, certificates of indebtedness, mortgage certificates, or other obligations or evidences of indebtedness of any type or character.

Bond Counsel: an attorney (or firm of attorneys) retained by the issuer; provides the legal opinion validating the purpose and taxability of the securities. Bond counsel may prepare or review and advise the issuer regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings, disclosure requirements and litigation.

Bond Insurance: an insurance policy purchased by an issuer; it guarantees the payment of principal and interest to the bond holders. This security provides a higher credit rating and thus a lower borrowing cost for an issuer.

Capital Projects & Replacement Plans: a plan outlining capital needs for a specified time period.

Capital Lease: an acquisition of a capital asset over time rather than merely paying rent for temporary use. A lease-purchase agreement, in which provision is made for transfer of ownership of the property for a nominal price at the scheduled termination of the lease, is referred to as a capital lease.

Capitalizable Lease: A lease whose terms transfer the risk and responsibility of ownership to the lessee based on a financial analysis according to Generally Accepted Accounting Principles.

Competitive Sale: a bond sale conducted through a sealed bid, containing price and terms, submitted by a prospective underwriter(s) to an issuer, who awards the contract to the bidder with the best price and terms.

Continuing Disclosure: requirement by the Securities and Exchange Commission; issuers of municipal debt are usually to provide current financial information (and other information as required in the Official Statement) to a central informational repository for access by the general marketplace.

Debt Service Reserve Fund: the fund into which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements; commonly a requirement of revenue bonds and funded with debt proceeds.

Derivatives: a financial product, the value of which is derived from the value of an underlying asset, reference rate, or index. Typically these agreements are contracts between a lender/investor and a borrower.

Financial Advisor: a consultant who advises an issuer on matters pertinent to a debt issue, such as structure, sizing, timing, marketing, pricing, terms and bond ratings.

Financing Team: the group of professionals consisting of District staff, Bond Counsel, Underwriters and Financial Advisors that work together to issue bonds.

General Obligation Bonds (GO): bonds which are secured by the full faith and credit and taxing power of the municipality and use funds that are legally available for payment of debt service. A District can issue ad valorem GO bonds with voter approval, which are repaid solely from ad valorem taxes, or non-ad valorem bonds which are repaid from legally available general fund revenues by a covenant to budget and appropriate.

Internal Financing: temporary provision of non-restricted and available funds under certain terms to a related, internal or wholly controlled fund or entity. Results in use and replenishment of fund balance.

Loan: A negotiated, arms-length, enforceable transaction where a lender lends money under certain terms which specify interest, periodic payments, and the duration of those payments.
Master Lease Agreement: a pre-determined lease agreement between a District and a provider to lease equipment whose useful life is too short to finance with long-term debt.

Negotiated Sale: underwriting of a new securities issue in which the spread between the purchase price paid to the issuer and the public offering price is determined through negotiation with one or more underwriters rather than multiple competitive bidding.

Paying Agent: an agent of the issuer; has the responsibility for timely payment of principal and interest to bond holders.

Present Value: the value of a future amount or stream of payments stated in current dollars.


Project: any capital expenditure the Board of Directors deems to be for a public purpose.

Reserve Fund: a reserve usually in the amount of one annual debt service payment and required by the terms of a bond issue; established in case of a shortfall in current revenues.

Tax Anticipation Note (TAN): a short-term obligation of a state or municipal government to finance current expenditures pending receipt of expected tax payments.

Underwriter: the firm that purchases a security (bond) offering from a governmental issuer for resale.

Yield Restriction: the investment of bond proceeds in financial instruments that earn interest rates which are not significantly higher than the cost of borrowing.



PURPOSE: To establish a uniform method of procurement procedures for employees to follow that complies with Oregon public contracting laws, establishes approval authority for expenditures to ensure accountability, and promotes the efficient use of district resources through competition.

POLICY: The District adopts the Oregon Public Contracting Code (ORS 279A, 279B, 279C) and the Attorney General Model Rules (OAR Chapter 137, Divisions 46-49), except for exemptions adopted by the District's Local Contract Review Board here and in the Special Procurements Policy.

PROCEDURE:

I. AUTHORITY AND RESPONSIBILITY

- A. Purchase Authorization: Purchases are not authorized until a Munis requisition has been fully approved, except as allowed by purchasing cards (Section V) or emergency procurements (Section VII). Please see the [Requisition Guide](#) for instructions on creating a requisition.
- B. Employees: Employees have the authority to purchase for the District when specifically permitted by their Department Head.
- C. Department Head: A Department Head is a program manager, station captain, battalion chief, division chief, or assistant chief assigned to a program or station. Department Heads are responsible for supervising and controlling the budget for their assigned Org unit(s). Department heads are authorized to approve purchases which do not exceed \$10,000 and are within budget parameters.
- D. Finance Manager: The Finance Manager will review purchases exceeding \$10,000 to ensure they are within budget parameters and comply with the Purchasing Policy.
- E. Division Chiefs: Division Chiefs are authorized to approve purchases which do not exceed \$30,000 and are within budget parameters.
- F. Fire Chief, Assistant Chiefs, and Chief Financial Officer: The Board of Directors authorizes

the Fire Chief and their designees (i.e., Assistant Chiefs and the Chief Financial Officer) to approve purchases that are subject to competitive solicitation requirements without prior approval of the Board, provided such purchases do not exceed \$100,000 and are within budget parameters.

- G. Board of Directors: Prior to execution, the Board of Directors must approve all purchases or contracts that exceed \$100,000 except in cases of emergency or contracts extended per Section XII.
 - 1. Purchases and contracts that are not subject to competitive solicitation requirements, including extended personal services contracts or those entered into or extended by direct appointment and that are within budgeted parameters may be executed without further approval by the Board. These items include, but are not limited to employee insurance, including workers' compensation, medical, dental, or life; taxes and PERS payments; investment purchases as authorized by Board policy or other adopted investment policies; payments on personal services contracts within contracted amounts for legal and medical supervision services, dispatch, data, and video and voice connectivity; and property and liability insurance purchases.

II. SIGNATURES

- A. Contracts can only be signed by designated District members after proper review and authorization. Please refer to SOP-03-003 Contracts, Approvals, and Signatures.

III. GOODS & SERVICES AND TRADE SERVICES

- A. "Goods" include supplies, equipment, materials, and personal property, including any tangible, intangible and intellectual property. "Services" mean all non-personal services. "Trade Services" are emergency work (except public improvement), minor alteration, and ordinary repair or maintenance services.
- B. Solicitation thresholds for Goods & Services and Trade Services are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.
 - Unless a special procurement or exemption applies, when the purchase amount is estimated to be:
 - (1) Less than or equal to \$10,000: No quotes are required. However, obtaining three verbal quotes is recommended.
 - (2) Over \$10,000 and less than or equal to \$150,000: Three written quotes are required.
 - (3) Over \$150,000: A formal solicitation process (Invitation to Bid or Request for Proposals) is required. Please reach out to the Finance Manager for further guidance.

IV. PERSONAL SERVICES – OTHER THAN ARCHITECT AND ENGINEER

A. “Personal Services other than architect and engineer” shall be defined to include those services that require specialized technical, creative, professional, or communication skills or talents, unique and specialized knowledge, or the exercise of discretionary judgement, and for which quality of the service depends on attributes that are unique to the service provider. Examples include, but are not limited to the following: attorneys, accountants, auditors, trainers, speakers, computer programmers, artists, designers, performers, and consultants certified or licensed professionals, and consultants.

Expenditures Levels	Written Quotes Required	Approval of Responsible Department Head	Approval of Finance Manager	Approval of Division Chief	Approval of Fire Chief, Assistant Chief, or CFO	Approval of Board of Directors
Goods or Services and Trade Services						
Less than \$10,000	N	<input checked="" type="radio"/>				
\$10,000 - \$25,000	Y	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>		
\$25,000 - \$100,000	Y	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
Over \$100,000	Y	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Over \$150,000	Unless exempted, a formal solicitation process is required. Contact Finance Manager.					
Personal Services						
Less than \$10,000	N	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
\$10,000 - \$100,000	Y	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	
Over \$100,000	Y	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Public Improvement and Public Works (Construction Projects)						
Less than \$10,000	No quotes required. 3 verbal quotes is recommended.					
\$10,000 - \$50,000	3 written bids. Prevailing wage not required.					
\$50,000 - \$100,000	3 written bids. Prevailing wage required.					
Over \$100,000	Formal solicitation required (contact Finance Manager for ITB). Prevailing wage required. Board approval required.					

- B. Solicitation thresholds for Personal Services other than architect and engineer are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.
- C. Exemptions and requirements for Personal Services procurements are listed in Section XV below.
- D. Employee vs. Independent Contractor Determination: Generally, an established vendor is an independent contractor. A compensated individual, like a sole proprietor, who works for the District providing personal services, may be considered an employee unless the individual is capable of meeting the requirements to be categorized as an independent contractor pursuant to OAR 471-031-0181.
- E. District Employees as Independent Contractors: In very rare cases, a District employee may contract with the District as a vendor:
 - 1. The employee must be classified as an independent contractor by Finance and Human Resources.
 - 2. The employee is required to execute a formal contract under the employee's business name, and the contract may only be awarded to the employee after an appropriate competitive solicitation.
 - 3. The employee must abide by SOP-10-004 Conflict of Interest and Ethical Conduct Code.

V. PURCHASING CARDS – DISTRICT CREDIT CARDS

- A. The District has a Purchasing Card or “P-Card” program available to authorized personnel. See [P-Card Policy](#).

VI. GRANT PURCHASES

- A. Grants may require additional purchasing conditions and documentation. Please reach out to the Finance Manager for further guidance before making purchases for grants.

VII. SPECIAL PROCUREMENTS AND EXEMPTIONS

- A. “Special Procurements and Exemptions” are processes that allow for contracting procedures that differ from those described in the sections above. Please refer to SOP 03-014 Special Procurements Policy for rules and guidelines on the following types of procurements:
 - 1. Sole Source
 - 2. Special
 - 3. Class Exemption

4. Emergency
5. Cooperative

VIII. PERSONAL SERVICES – ARCHITECT & ENGINEER

- A. Architect, Engineer, and related Services are a special class of Personal Services Contracts, which includes architects, engineers, photogrammetrists, transportation planners, and land surveyors. Purchase of these services is subject to OAR 137-048.
- B. Personnel should reach out to the District’s Finance Manager for assistance with architect and engineer services.

IX. PUBLIC IMPROVEMENT AND PUBLIC WORKS

- A. Public Improvement Services means professional services that are required to be performed by a contractor for the construction, reconstruction or major renovation on District owned real property. Purchase of these services is subject to ORS 279C.
- B. Public works includes roads, highways, buildings, structures and improvements of all types, the construction, reconstruction, major renovation, or painting of which is carried on or contracted for by any public agency to serve the public interest.
- C. Prevailing wage rates are required for any public works project greater than \$50,000. Solicitation and contracting must follow ORS 279C.800 to ORS 279C.870.
- D. Solicitation thresholds for Public Improvement and Public Works are as follows. Purchases may not be artificially divided or fragmented to avoid the requirements of this section.
 1. Unless a special procurement or exemption applies, when the purchase amount is estimated to be:
 - a. Under \$10,000: No quotes are required. However, obtaining three verbal quotes is recommended.
 - b. Over \$10,000 and less than or equal to \$50,000: Three written bids required through informal solicitation; Prevailing wage not required.
 - c. Over \$50,000 and less than or equal to \$100,000: Three written bids required through informal solicitation; Prevailing wage required.
 - d. Over \$100,000: Formal solicitation (ITB) required; Prevailing wage required.
- E. Personnel should reach out to the Finance Manager for assistance with public improvement solicitations.

X. SHIPPING AND RECEIVING

- A. Physical goods must be shipped directly to the Logistics department by the vendor at 15800 SE 130th Ave, Clackamas, OR 97015. Logistics will receive the goods and deliver them to the appropriate Station or Department. Logistics is responsible for checking

physical goods received against the purchase order for conformance to quality, quantity, and specifications.

- B. Departments have the option of performing goods receipt on services and intangible goods. More on the goods receipt process can be found in the [Goods Receipt Guide](#).

XI. INVOICES

- A. Invoices must be sent directly to Departments by vendors. Departments must ensure that the quantity and value invoiced matches with the purchase order and what was actually received by Logistics. The [Accounts Payable Process Memo](#) provides detailed instructions to assist Departments with these steps.

XII. CONTRACT AMENDMENTS

- A. The District may amend a contract pursuant to OAR 137-047-0800.
- B. Cumulative amendments may not increase the total contract price to a sum that exceeds 125% of the original contract price.
- C. Board authority is not needed if the dollar amount of the total contract falls within the approved budget.

XIII. EMPLOYEE REIMBURSEMENT – REQUEST FOR CHECK

- A. District employees will be reimbursed when prior approval has been given and the employee incurs personal expense for the purchase of goods, training, or travel for the District:
 - 1. To seek reimbursement, the employee should submit a Request for Check in Munis following the procedures outlined in the [Request for Check Guide](#).
 - 2. For training and travel use, the employee must attach an approved [Travel Authorization JotForm](#) to their Request for Check. This form must be completed prior to the event/travel.
 - 3. For mileage, the employee must attach an approved [Mileage Reimbursement JotForm](#) to their Request for Check.
 - 4. Tuition reimbursement must be pre-approved by the Human Resources Officer prior to enrollment. See [Education Assistance Program](#). The Human Resources Officer will enter the Request for Check on behalf of the employee.
- B. Except for expenses covered by authorized per diem rates, employees must submit receipts/invoices with reimbursement requests.
- C. Except for emergencies, employees are encouraged to use one of multiple methods for purchasing goods/services using Fire District funds (purchase orders, pick tickets, P-Cards). Use of personal funds for Fire District purchases should be very minimal, if at all.

- D. Training and travel reimbursement must follow the policies and procedures in [Travel Authorization and Expense Reimbursement](#).

XIV. SURPLUS PROPERTY

- A. The District will follow the procedures set forth in [Disposal of Equipment and Scrap Items](#).

XV. EXEMPTIONS FOR PERSONAL SERVICES OTHER THAN ARCHITECT, ENGINEERING, AND/OR SURVEYING SERVICES

- A. The following exemptions were adopted by the Board under Resolution #13-01.
- B. Either the following procedures or those set forth in OAR Chapter 137, Division 47, will be used to retain the services of independent contractors, other than architects, engineers, land surveyors, or other professionals otherwise exempt from these Rules or the Model Rules.
- C. Nothing in this section shall apply to the employment of regular District employees unless otherwise approved by the local contract review board or its designee, or personal service contract.
- D. Unless otherwise approved by the District, personal service contracts shall require the contractor to defend, indemnify, and hold harmless the District, its officers, agents and employees from and against any and all claims or demands for damages of any kind arising out of or connected in any way with the contractor's performance thereunder and shall include a waiver of contractor's right to indemnification and defense under the Oregon Tort Claims Act.
- E. Unless otherwise approved by the District, all personal service contracts shall contain a provision requiring the person or entity providing the service to obtain and maintain liability insurance coverage in at least the District's tort liability limits, naming the District as an additional named insured during the life of the contract.
- F. All personal service contracts shall contain all contract provisions mandated by State law. These provisions may be incorporated in the personal service contract by reference to State law, unless State law provides otherwise. The District's attorney will prepare model contract provisions for use in the District's personal service contracts.
- G. The following procedure shall be observed in the selection of personal service contractors:
 - 1. For personal service contracts involving an anticipated fee of \$10,000 or less per annum, the District may negotiate a contract for such services with any qualified contractor it selects.
 - 2. For personal service contracts involving an anticipated fee of more than \$10,000 per annum, the District shall solicit at least three (3) prospective contractors who shall appear to have at least minimum qualifications for the proposed assignment, notify each prospective contractor in reasonable detail

- of the proposed assignment, and determine the prospective contractor's interest and ability to perform the proposed assignment.
3. The District may arrange for any or all interested prospective contractors to be interviewed for the assignment by an appropriate District employee or by an interview committee.
 4. Following a review of the qualifications and interview, where conducted, of the interested prospective contractors, the District may select the prospective contractor, and shall prepare a personal service contract.
- H. The above provisions regarding selection procedures do not apply to extensions, amendments, modifications or supplements to executed personal service contracts.
- I. Criteria to be considered in the evaluation and selection of a personal service contractor may include, but is not limited to:
1. Total cost to the District.
 2. Specialized experience in the type of work to be performed.
 3. Capacity and capability to perform the work, including any specialized services within the time limitations for the work.
 4. Educational and professional record, including past record of performance on contracts with governmental agencies and private parties with respect to cost control, quality of work, ability to meet schedules, and contract administration, where applicable.
 5. Availability to perform the assignment and familiarity with the area in which the specific work is located, including knowledge of design or techniques peculiar to it, where applicable.
 6. Any other factors relevant to the particular contract.
- J. The selection procedures described in this section may be waived by the District, in its discretion, where an emergency exists that could not have been reasonably foreseen which requires such prompt execution of a contract to remedy the situation that there is not sufficient time to permit utilization of these selection procedures.
- K. The District or its designee is authorized to sign all personal service contracts, unless otherwise established by District policy.
- L. Nothing contained in this section shall preclude the District from complying with provisions of Federal or State law that require the District to utilize a different selection or contracting procedure.

XVI. FAILURE TO FOLLOW PURCHASING POLICY

- A. Employees who do not follow the District's purchasing policy will have their supervisor notified. If problems persist, the supervisor will work with the District's Human Resources Department for resolution of the situation.



POLICY PURPOSE: To establish special procurement and exemption guidelines.

POLICY INTENT: The District adopts the Oregon Public Contracting Code (ORS 279A, 279B, 279C) and the Attorney General Model Rules (OAR Chapter 137, Divisions 46-49), except for exemptions adopted by the District’s Local Contract Review Board here and in the Purchasing Policy.

PROCEDURE:

I. SPECIAL PROCUREMENTS – GENERAL

- A. This Special Procurements Policy contains contracting procedures that differ from the procedures described in [SOP-03-011 Purchasing Policy](#).
- B. Unless specifically stated, the District may purchase goods and services within the below categories, regardless of the dollar amount of the contract, with no competitive bidding required.
- C. The Board must approve any contracts awarded pursuant to a special procurement if the contract price exceeds the Fire Chief, Assistant Chiefs, and Chief Financial Officer delegated authority—currently \$100,000—under [SOP-03-011 Purchasing Policy](#).

II. SOLE SOURCE

- A. The Board, acting as the Local Contract Review Board may enter into a sole source procurement pursuant to ORS 279B.075.
- B. The determination of a sole source must be based on written findings that may include:
 - 1. That the efficient utilization of existing goods requires acquiring compatible goods or services;
 - 2. That the goods or services required to exchange software or data with other public or private agencies are available from only one source;

3. That the goods or services are for use in a pilot or an experimental project; or
 4. Other findings that support the conclusion that the goods or services are available from only one source.
- C. To the extent reasonably practical, the District shall negotiate with the sole source to obtain contract terms that are advantageous to the District.

III. SPECIAL PROCUREMENT

- A. "Special Procurement" means a contracting procedure that differs from the procedures described in [SOP-03-011 Purchasing Policy](#) and is for the purpose of entering into a single contract or a number of related contracts on a one-time basis or for a single project.
- B. The Board, acting as the Local Contract Review Board, may enter into a special procurement pursuant to ORS 279B.085.
- C. The determination of a special procurement must be based on written findings:
1. Is unlikely to encourage favoritism in the awarding of public contracts or to substantially diminish competition for public contracts; AND
 2.
 - a. Is reasonably expected to result in substantial cost savings to the District or to the public; or
 - b. Otherwise substantially promotes the public interest in a manner that could not practicably be realized by complying with requirements that are applicable under ORS 279B.055 (Competitive sealed bidding), 279B.060 (Competitive sealed proposals), 279B.065 (Small procurements) or 279B.070 (Intermediate procurements) or under any rules adopted thereunder.
- D. Public notice of the approval of a special procurement must be given in the same manner as provided in ORS 279B.055.
- E. If the District intends to award a contract through a special procurement that calls for competition among prospective contractors, the District shall award the contract to the offeror the District determines to be the most advantageous to the District.

IV. CLASS EXEMPTION

- A. "Class Exemption" means a contracting procedure that differs from the procedures described in [SOP-03-011 Purchasing Policy](#) and is for the purpose of entering into a series of contracts over time or for multiple projects.

- B. When the Board, acting as the Local Contract Review Board, approves a Class Exemption, the District may award contracts to acquire goods or services within the class of goods or services in accordance with the terms of the approval without making a subsequent request for a special procurement.
- C. The Board adopted Resolution #13-01 which approved the following classes of contracts for goods or services listed in this section as Class Exemptions for which contracts may be awarded without compliance with the competitive procurement requirements that would otherwise be applicable:
1. Advertising Contracts: The District may purchase advertising without a competitive process, regardless of dollar value and including that intended for the purpose of giving public or legal notice.
 2. Equipment Repair, Overhaul, and Maintenance: The District may enter into a public contract for the purchase of services, equipment or supplies for maintenance, repair or conversion of existing equipment, if required for efficient utilization of such equipment.
 3. Contracts for Price Regulated Items: The District may, regardless of dollar value and without competitive bidding, contract for the direct purchase of goods or services where the rate or price for the goods or services being purchased is established by federal, state, or local regulatory authority.
 4. Copyrighted Materials: The District may, may, without competitive bidding and regardless of dollar amount, purchase copyrighted materials if there is only one supplier available within a reasonable purchase area for such goods. Examples of copyrighted materials covered by this exemption may include, but are not necessarily limited to, new books, periodicals, workbooks, curriculum materials, reference materials, audio and visual media, and non-mass-marketed software.
 5. Investment Contracts: District may, without competitive bidding, and regardless of dollar amount, contract for the purpose of the investment of public funds or the borrowing of funds by the District when such investment or borrowing is contracted pursuant to duly enacted statute, ordinance, charter, or Constitution.
 6. Requirements Contracts:
 - a. District may enter into requirements contracts whereby it is agreed to purchase goods or services for an anticipated need at particular prices, provided the original contract is let by a competitive procurement process.
 - b. Purchase may also be made at prices established by a requirement contract or other agreement between another public body and a contractor, if the requirement contract was established by a competitive procurement process.
 - c. The term of any requirement contract, including renewals, shall not exceed five years.

7. Office Copier Purchases:
 - a. The District may enter into multiple requirements contracts for either the purchase, rental or lease of office copying equipment. Except for this multiple award exemption, such contracts shall otherwise conform to the requirements of Section 6 above.
 - b. In exercising this exemption, the District shall fully consider the operating capabilities, limitations and cost of each brand or model and select the brand which will produce the best combination of performance and cost per copy for each application.

8. Manufacturer Direct Supplies: The District may purchase goods directly from a manufacturer without a competitive solicitation process if a large volume purchase is required and the cost from the manufacturer is the same or less than the cost the manufacturer charges to its distributor(s). Procurements of this type are made on a contract-by-contract basis, and are not requirements contracts.

9. Gasoline, Diesel Fuel, Heating Oil, Lubricants, and Asphalt: The District is exempt from competitive bidding requirements for the purchase of gasoline, diesel fuel, heating oil, lubricants and asphalts if the District seeks competitive quotes from at least three vendors in the area, and accepts quotes from all vendors in the area who offer quotes, and the District makes its purchase from the least expensive source, and retains written justification for the purchase made.

10. Hazardous Material Removal; Oil Cleanup: The District may enter into public contracts without competitive bidding, regardless of dollar amount, when ordered to clean up oil or hazardous waste pursuant to the authority granted the Department of Environmental Quality (DEQ) under ORS Chapter 466, and such DEQ order necessitates the prompt establishment and performance of the contract in order to comply with the statutes regarding spill or release of oil or hazardous material that have created an emergency condition. Comprehensive cleanup rules are set forth at OAR 340-122-205 to 340-122-360. In exercising its authority under this exemption the District shall:
 - a. To the extent reasonable under the circumstances, encourage competition by attempting to make informal solicitations or to obtain informal quotes from potential suppliers of goods or services;
 - b. Make written findings describing the circumstances requiring cleanup or a copy of the DEQ order ordering such cleanup;
 - c. Record the measures taken under subsection (a) of this section to encourage competition, the amount of the quotes or proposals obtained, if any, and the reason for selecting the contractor selected.

11. Insurance and Employee Benefit: The District may purchase employee benefit insurance without a competitive solicitation process, regardless of dollar amount.

12. Medical and Laboratory Supplies: The District is not required to purchase the following specified laboratory and medical supplies on the basis of a single award to the lowest responsible bidder, but instead may purchase different brands of the same item by awarding contracts, after competitive bidding, to the lowest responsible bidder for each brand. The laboratory and medical supplies affected by this rule include, but are not limited to:
 - a. Drugs, biologicals, blood fractions, and blood components;
 - b. Intravenous solutions and associated supplies for administration;
 - c. Microbiologicals, biochemicals, and diagnostic reagents;
 - d. Surgical dressings;
 - e. Heart valves;
 - f. E.E.G., E.K.G., electrodes, charts, and associated supplies;
 - g. Sterilizing wraps;
 - h. Catheters, medical tubes, and associated supplies;
 - i. Surgical and orthopedic instruments;
 - j. Hearing aids;
 - k. Pacemakers;
 - l. Dental supplies;
 - m. Laboratory small package chemicals;
 - n. Biology supplies; and
 - o. Therapeutic or cosmetic implants.

13. Concession Agreements:
 - a. A concession agreement is a contract that authorizes and requires a private entity or individual to promote or sell, for its own business purposes, specified types of goods or services from a site within a building or upon land owned or controlled by the District, and under which the concessionaire makes payments to the District based, in whole or in part, on the concessionaire's sales revenues. The term "concession agreement" does not include an agreement which is merely a flat-fee or per-foot rental, lease, license, permit, or other arrangement for the use of public property.
 - b. Concession agreements are not required to be competitively bid. However, when it is in the District's best interests to do so and in the District's sole discretion, the District may obtain competitive proposals for concession agreements using the procedures described in ORS 279B.060.

14. Purchase of Used Personal Property:
 - a. Subject to the provisions of this rule, the District may purchase used property or equipment without competitive bidding and without obtaining competitive quotes, if it has determined that the purchase will be unlikely to encourage

favoritism or substantially diminish competition, and will either result in cost savings to the District or the public, or otherwise promote the public interest in a manner that could not be realized by a formal competitive solicitation process.

- b. "Used personal property or equipment" is property or equipment which has been placed in its intended use by a previous owner or user for a period of time recognized in the relevant trade or industry as qualifying the personal property or equipment as "used," at the time of the District purchase. "Used personal property or equipment" generally does not include property or equipment if the District was the previous user, whether under a lease, as part of a demonstration, trial or pilot project, or similar arrangement.
- c. For purchases of used personal property or equipment, the District shall, where feasible, obtain three competitive quotes, unless the District has determined and documented that a purchase without obtaining competitive quotes will be unlikely to encourage favoritism or substantially diminish competition and will either result in substantial cost savings to the District or the public, or otherwise promote public interest in a manner that could not be realized by a formal competitive solicitation process.

15. Insurance Contracts: Contracts for insurance where either the annual or aggregate premium exceeds \$10,000 must be let using one of the following procedures:

- a. Agent of Record: The District may appoint a licensed insurance agent ("agent of record") to perform insurance services in connection with more than one insurance contract. Among the services to be provided is the securing of competitive proposals from insurance carriers for all coverages for which the agent of record is given responsibility.
 - i. Prior to the selection of an agent of record, the District shall make reasonable efforts to inform known insurance agents in the competitive market area that it is considering such selection. These efforts shall include a public advertisement in at least one newspaper of general circulation in the area where the contract is to be performed. The advertisement shall generally describe the nature of the insurance that the District will require. If the amount of the annual premium for insurance, other than employee benefits insurance, is likely to exceed \$20,000 per year, such notice shall also include a public advertisement in at least one insurance trade publication of general circulation in the state.
 - ii. Any appointment period shall not exceed five years. Agents may serve more than one appointment period. Agents must qualify for appointment prior to each period as if each appointment period were the first.
 - iii. In selecting an agent of record, the District shall select the agent(s) most likely to perform the most cost-effective services.

- b. Specific Proposals for Insurance Contracts: The District may solicit proposals from licensed insurance agents for the purpose of acquiring specific insurance contracts subject to the following conditions:
 - i. The District shall make reasonable efforts to inform known insurance agents in the competitive market area of the subject matter of the contract, and to solicit proposals for providing the services required in connection with the contract. Such efforts shall include public advertisements in at least one newspaper of general circulation in the area where the District is located. If the amount of annual premium for insurance, other than employee benefits insurance, is likely to exceed \$20,000 per year, such notice shall also include a public advertisement in at least one insurance trade publication of general circulation in the state.
 - ii. The District shall select an agent on the basis of the most competitive offer considering coverage, premium cost, and service to be provided.

V. EMERGENCY PROCUREMENT

- A. "Emergency" shall be defined as follows: "Circumstances that (a) could not have reasonably been foreseen; (b) create a substantial risk of loss, damage, or interruption of services or a substantial threat to property, public health, welfare, or safety; and (c) require prompt execution of a contract to remedy the situation."
- B. When emergency conditions will not permit bids to be obtained, bids or quotations may not be required. However, ratification of the purchase decision must be obtained by the appropriate approving party within the next working day.
- C. In the event of a natural disaster or calamity, expenditures or authorization to borrow money not contemplated in the budget shall be authorized by:
 - 1. The Board of Directors by resolution; or
 - 2. The Fire Chief or the Fire Chief's designee by written order in the event prompt action is necessary to protect the public health or safety following such an emergency, and when it is not practical to convene a meeting of the Board of Directors. (ORS 294.481)
 - 3. The Fire Chief or the Fire Chief's designee shall have authority to approve and execute contracts in any amount without approval of the Board, provided, however, that the Fire Chief or the Fire Chief's designee shall make all reasonable efforts to obtain approval of the Board Chair before entering into a contract in excess of \$100,000.
 - 4. The Fire Chief or designee shall have authority to determine when emergency conditions exist sufficient to warrant an emergency contract. The nature of the emergency and the method used for the selection of the contractor shall be documented.
 - 5. Emergency contracts may be awarded as follows (137-047-0280):
 - a. The District may award a contract as an emergency procurement pursuant to the requirements of ORS 279B.080. When an Emergency Procurement is authorized, the Procurement shall be made with competition that is reasonable and appropriate under the circumstances.

- b. For emergency procurement of construction services that are not public improvements, the District shall ensure competition for a contract for the emergency work that is reasonable and appropriate under the emergency circumstances. In conducting the procurement, the District shall set a solicitation time period that the District determines to be reasonable under the emergency circumstances and may issue written or oral requests for offers or make direct appointments without competition in cases of extreme necessity.

VI. COOPERATIVE PROCUREMENT

- A. The CFO or designee may enter into cooperative procurements pursuant to OAR 137-046-0400.
- B. "Cooperative procurement" is a process used to contract with a vendor that has been awarded a cooperative agreement by another government agency.
- C. Cooperative procurements can save the District the resources that would be required to conduct its own procurement process, while also providing the benefits of competitively bid terms and conditions.
- D. Personnel must contact the Finance Manager for assistance with cooperative procurements.

FIRE CHIEF'S REPORT

AUGUST 2023



Blue Jay Fire 8/14/23



Gladstone Parade



Camp Creek Fire 8/24/2023

Highlights

- 15 entry level firefighters completed all requirements for pre-employment screening and begin academy training on 9/5.
- The Fire District supported and attended the Deerfield Park annual Firewise event focused on ongoing preparedness and mitigation of potential wildfire.
- The Fire District had a great turnout for National Night Out.
- For the first time, the Fire District was invited to participate in the Shop with a Cop event at the Johnson Creek Fred Meyer.
- On 8/14 E371 was dispatched to Dodge Park Rd on a miscellaneous fire. After several calls, PGE Pano Cameras caught visible smoke and the call was upgraded. Contact with ODF was made immediately triggering a rapid response from the state forester. Within hours, 4 air assets dropped water on the fire, as well as 2 ODF engines, and 2 hand crews from the Coffee Creek Correctional Facility. Great collaboration with ODF and a good stop on a wildfire.
- On 8/24 a lightning strike caused a wildfire in the Bull Run Watershed about 1.5 miles south of Bull Run Reservoir. Clackamas Fire crews investigated the area and found a well-established fire in the early morning hours. The incident quickly escalated to a Type 1 incident that is still active. The wildfire is roughly 2,000 acres with over 500 firefighters assigned. Crew 30, BC McCullough, and IE314 were on incident from the beginning of the fire. Crew 30 will remain on incident for an additional 2 weeks.

Notable Events/Calls

8/7/23 Residential fire in Gladstone. Crews arrived at a well involved house with fire pushing out the back side of the residence. BC303 divided the incident and crews were able to extinguish. The house had significant damage.

8/7/23 Residential fire in E301's first due. Crews arrived at a single-story house with a working fire. Quickly upon arrival, crews located two victims. One victim was transported to the hospital and unfortunately the second victim did not survive.

8/10/23 Crews in the east battalion responded to a fire near Corbet on SE Bull Run Road. This was an effort between Corbet, Gresham Fire, and Clackamas. Crews worked well together to extinguish a large shop fire with extension into the residence.

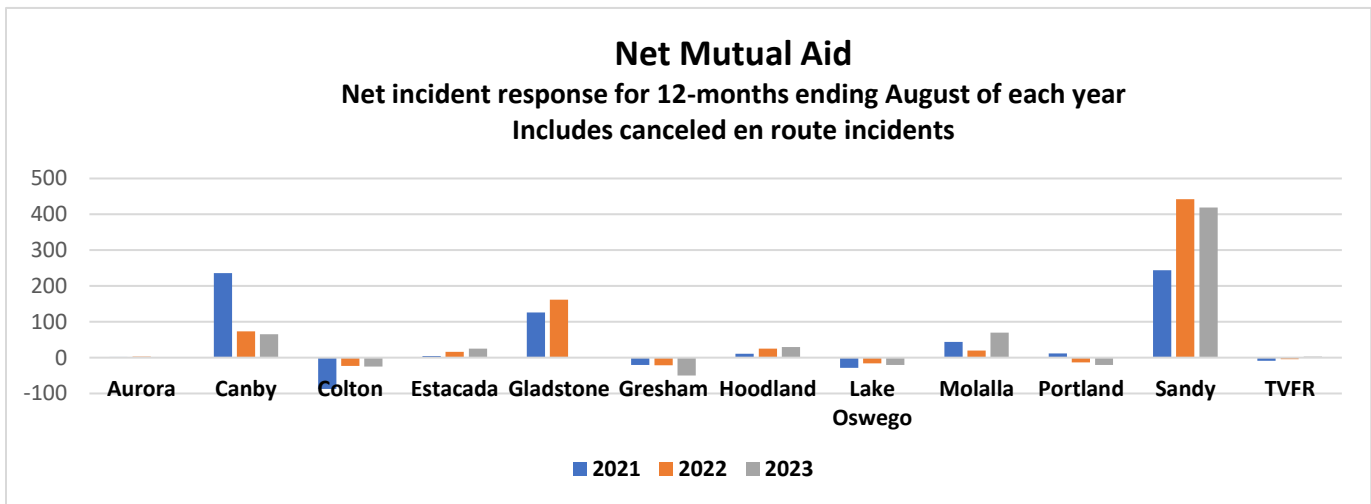
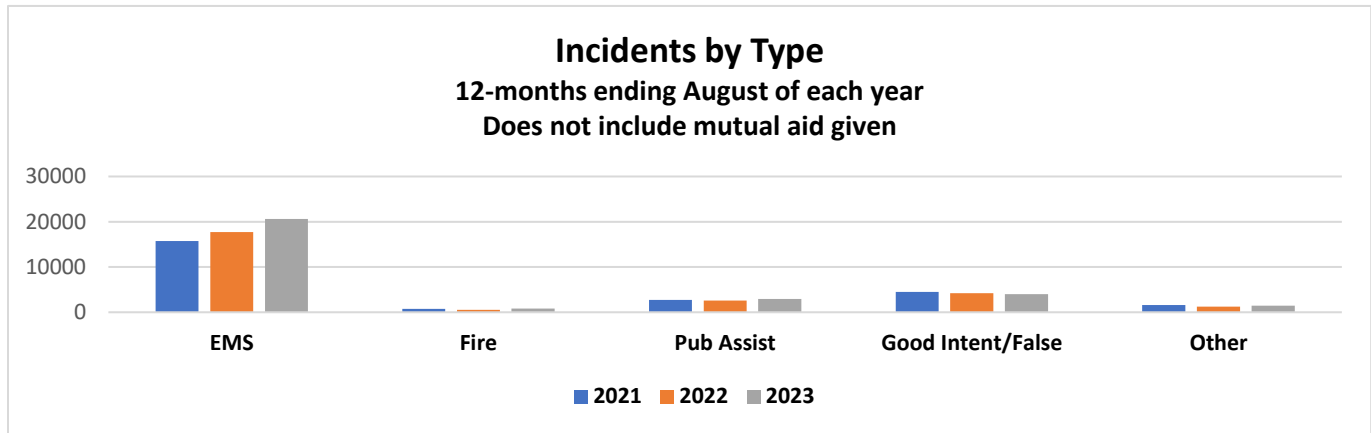
8/10/23 E303 arrived on a well involved fire in a residence around 08:00. Crews found hoarder conditions and were challenged for access. Additional resources were called in to safely extinguish the fire. AMR was requested to assess one patient.

8/13/23 A Marine Rescue was dispatched to Riverside Park where an adult male never surfaced after diving in the water. WR319 with help of the Clackamas Fire drone, located the victim in the water and worked to resuscitate him. Unfortunately, he did not survive.

FIRE CHIEF'S REPORT

AUGUST 2023

Organizational Data



Average Company Time Committed	
Time: 282 hours and 34 minutes	Percent of Month: 41.54%
Includes Preparation and Response: Incidents, Apparatus/Equipment Checks, Physical Fitness, Training	

Staffing

	Response	Risk Reduction	Crew 30	Staff	FF Vols	Support Vols
Allocated	277	12	21	58		
Filled	265	8	21	53	39	19
Academy	13	0			0	0

Volunteers

Training		Events	Duty Shifts	Station 12	Station 74	Station 21	Support
# of Drills	5	1	Nights	21/31	19/31	10/31	8/31

Promotions

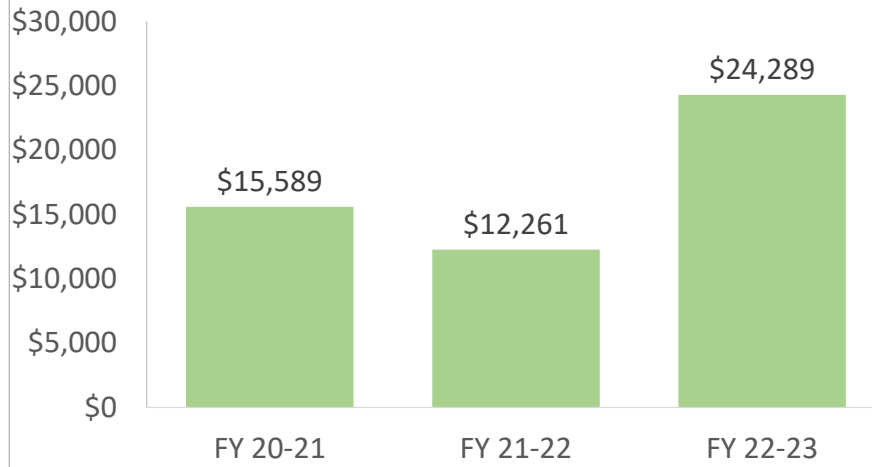
- Mike Gasperson to Lieutenant



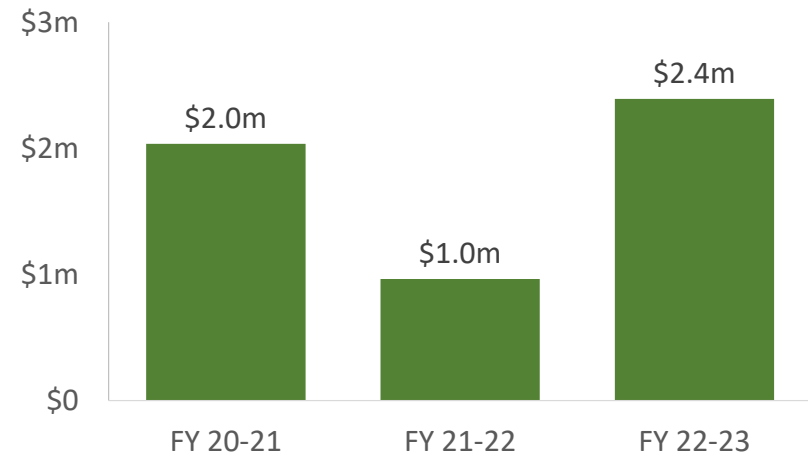
FINANCIAL REPORT

Period Ending August 31, 2023

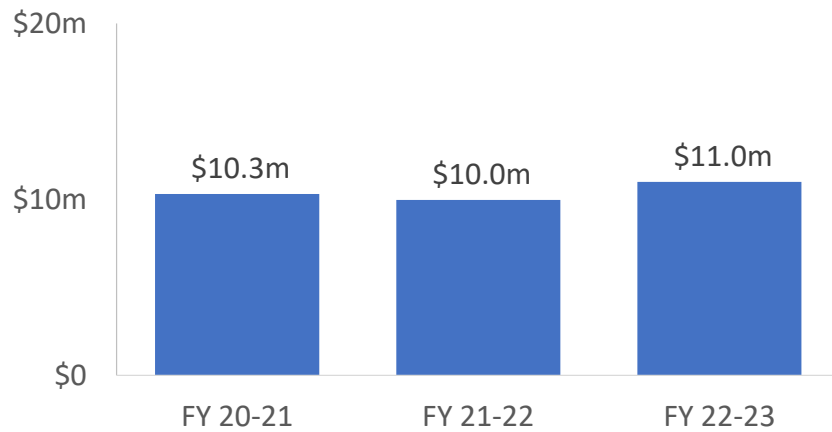
General Fund Property Tax Revenues
Through August



General Fund Total Revenue
Through August

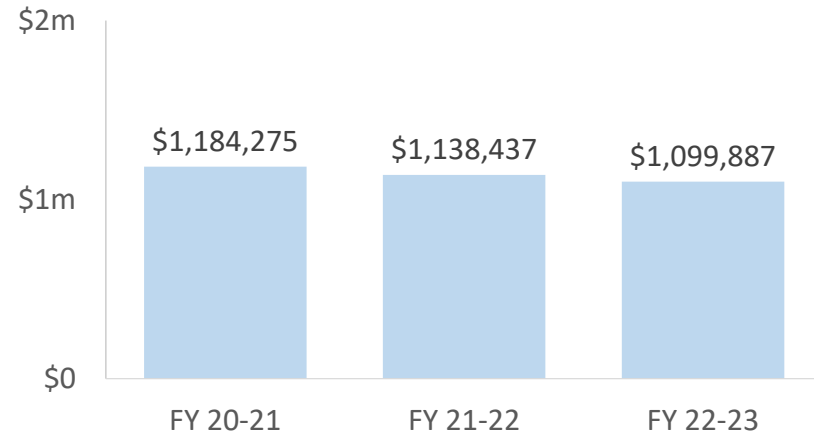


General Fund Salary & Benefits
Through August



15.8% of FY budget spent

General Fund Overtime
Through August



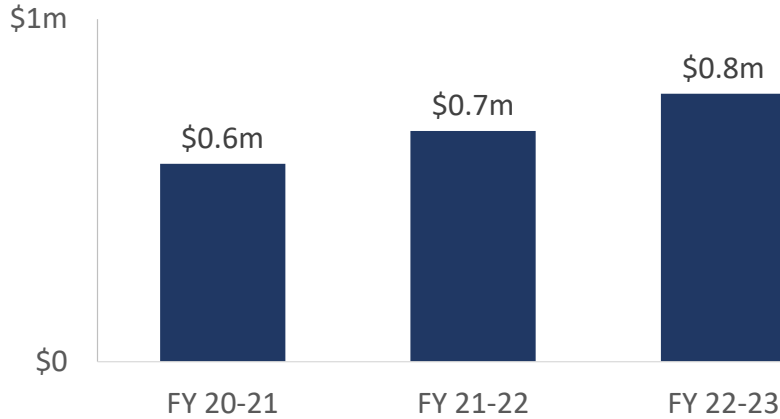
13.8% of FY budget spent



FINANCIAL REPORT

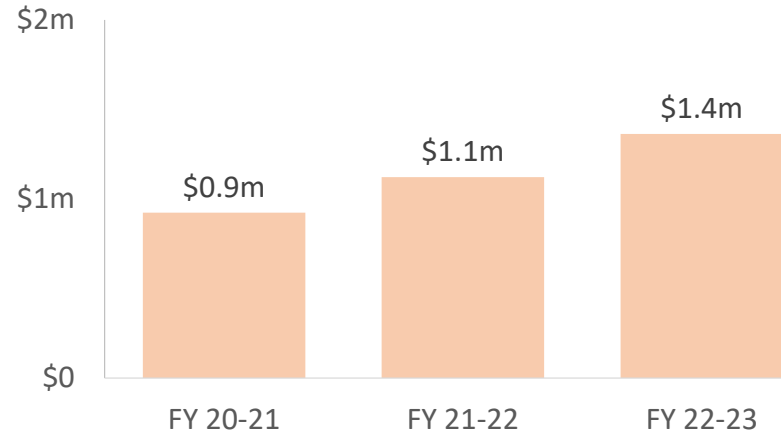
Period Ending August 31, 2023

General Fund Health Claim Expenses
Through August



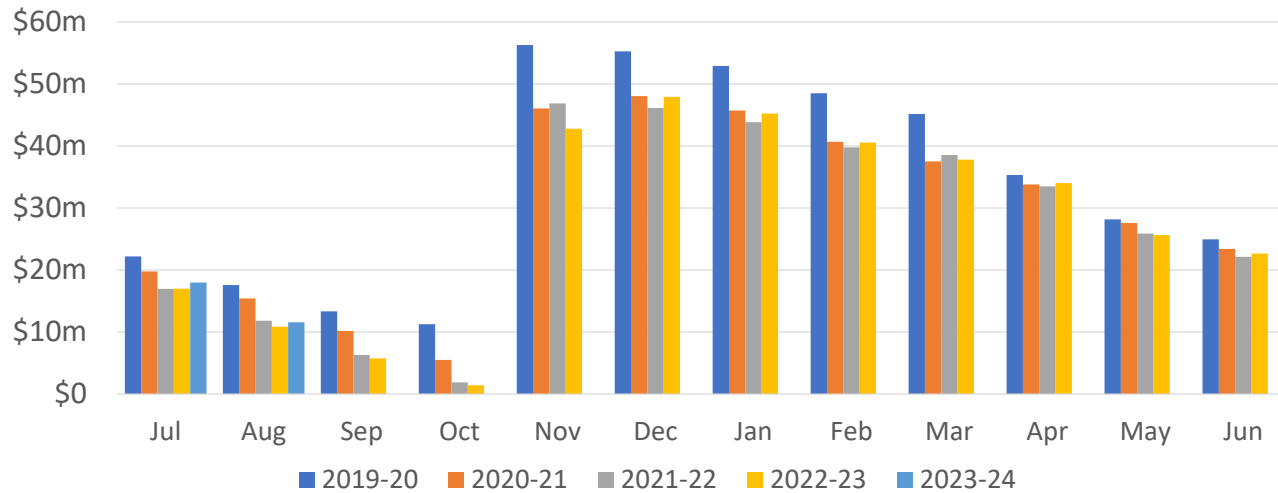
13.5% of FY budget spent

General Fund Materials and Services
Through August



15.3% of FY budget spent

Month-End Cash Balance, All Funds





10 - GENERAL FUND

Budget to Actual Report for Period Ending
August 31, 2023

Clackamas Fire District #1

	<u>Adopted Budget</u>	<u>Actual YTD</u>	<u>% of Budget</u>
Beginning Fund Balance	\$15,800,000	\$16,352,290	103.5%
<i>Revenues</i>			
Tax Revenue	\$77,150,182	\$24,289	0.0%
Interest	\$830,000	\$99,851	12.0%
EMS Revenue	\$2,445,136	\$21,454	0.9%
Contract Revenue	\$7,356,000	\$1,893,951	25.7%
Conflagration Revenue	\$0	\$59,039	-
Grants	\$0	\$42,589	-
Other Revenue	\$1,337,000	\$406,400	30.4%
Transfers In	\$70,000	\$0	0.0%
Total Revenues	\$89,188,318	\$2,547,573	2.9%
<i>Expenditures</i>			
Fire Chief's Office	\$1,027,450	\$165,797	16.1%
Emergency Services	\$58,963,105	\$9,072,628	15.4%
Business Services	\$18,382,143	\$3,122,633	17.0%
Debt Service	\$2,915,620	\$20,252	0.7%
Transfers Out	\$7,900,000	\$0	-
Contingency	\$3,229,000	\$0	-
Total Expenditures	\$92,417,318	\$12,381,311	13.4%

CORRESPONDENCE


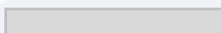

C – 1 Social Media compilation for August

C – 2 National Night Out in Sandy, from D31 Foundation


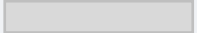
CORRESPONDENCE


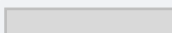
C-1 Social Media Comments

Thankful to Crew 30 for their wildland help in Alaska, Aug. 2:

 
Thank you all for your hard training that you have done to be able to go to such a remote place and help the people and land of AK
[Like](#) [Reply](#) [Hide](#) 5w 

Thankful to the crews who quickly extinguished a brush fire in Oregon City, Aug. 3:

 
Thank you for your hard work!!
[Like](#) [Reply](#) [Hide](#) 5w

 
Thank you for all that you do and getting the fire under control quickly
[Like](#) [Reply](#) [Hide](#) 5w

Thankful to the crews who responded to a residential fire on Lamphier St. in Milwaukie, Aug. 5:

 
Once again a big thank you!!
You all are amazing and we are blessed to have you
[Like](#) [Reply](#) [Hide](#) 5w 



Thankful to the crews who responded to a residential fire on Barbary Pl. in Gladstone, Aug. 7:

 
Thank you for saving the rest of our houses! 🙏 This was terrifying and a very close call.
So glad our really awesome neighbors are safe.







[Like](#) [Reply](#) [Hide](#) 4w

Thankful to the crews who responded to the Blue Jay Fire, Aug. 14:

 
Your training, commitment, skill and endurance are amazing! Thank you for all you do!
[Like](#) [Reply](#) [Hide](#) 3w

Thankful to crews who responded to the Camp Creek Fire, Aug. 26:

 
May God protect you all.
[Like](#) [Reply](#) [Hide](#) 2w 

 
Thanks for the update!  2
[Like](#) [Reply](#) [Hide](#) 2w



D31
BOLD

BUILDING RELATIONSHIPS AND BRINGING HOPE
d31bebold.com



THANK YOU
FOR YOUR PART
IN HELPING MAKE 2023'S
NATIONAL NIGHT OUT
A BIG SUCCESS

Sandy Fire Department -
We are so grateful for your support!

You are the reason the community
of Sandy is a wonderful place to live.

Jimmy Johnson

Marcus Row

Patrick

100 volunteers
16 vendor booths

600 volunteer hours

8 raffle prizes
dunk-ees

\$6,000+ raffle donations

\$9,130 raised at

NATIONAL NIGHT OUT 2023



INFORMATIONAL ITEMS

- I – 1 KATU NEWS August 2, 2023 “Clackamas firefighters head to Alaska to battle remote wildfire” <https://katu.com/news/local/clackamas-firefighters-head-to-alaska-to-battle-remote-wildfire> OREGON LIVE August 28, 2023 “Camp Creek fire draws worried Sandy residents to community meeting” <https://www.oregonlive.com/news/2023/08/camp-creek-fire-draws-worried-sandy-residents-to-community-meeting.html>
- I – 2 KOIN NEWS August 5, 2023 “One person dead, one injured in Lamphier Street residential fire” “Clackamas Fire Department controlled the fire within 10 minutes” <https://www.koin.com/local/clackamas-county/one-person-dead-one-injured-in-lamphier-street-residential-fire/>
- I – 3 OREGON LIVE August 14, 2023 “Clackamas County Fire prompts evacuation notices” <https://www.oregonlive.com/wildfires/2023/08/clackamas-county-fire-prompts-evacuations.html>
- I – 4 KOIN NEWS August 14, 2023 “Former Oregon running back Herman Ho-Ching 44, drowns in Clackamas River” <https://www.koin.com/local/clackamas-county/man-44-drowns-in-clackamas-river-after-jumping-into-water/>
- I – 5 KOIN NEWS August 14, 2023 “Officials say Dodge Park Fire along the Sandy River is contained, Level 1 evacuation lifted” <https://www.koin.com/news/wildfires/wildfire-flares-up-along-sandy-river-08142023/>
- I – 6 KPIC NEWS August 15, 2023 “Driver arrested after allegedly drunkenly crashing through fence and into motorhome, exploding propane tank” <https://kpic.com/news/local/driver-arrested-after-allegedly-drunkenly-crashing-through-fence-and-into-motorhome-exploding-propane-tank>
- I – 7 OREGON LIVE August 25, 2023 “Firefighters ‘aggressively’ battle Camp Creek wildfire near Portland’s water source” <https://www.oregonlive.com/wildfires/2023/08/firefighters-aggressively-battle-camp-creek-wildfire-near-portlands-water-source.html>
- I – 8 KOIN NEWS August 25, 2023 “Milwaukie motorhome catches fire in blaze that damages 2 nearby cars” <https://www.koin.com/local/clackamas-county/milwaukie-motorhome-catches-fire-in-blaze-that-damages-2-nearby-cars/>
- I – 9 UNIVISION August 25, 2023 “Automovilista presuntamente alcoholizado pierde control y choca casa móvil en Damascus” <https://kunptv.com/news/local/automovilista-presuntamente-alcoholizado-pierde-control-y-choca-casa-mvil-en-damascus>

- I – 10 KOIN NEWS August 26, 2023 “Wildfire near Portland water supply now 900 acres” <https://www.koin.com/news/wildfires/wildfire-near-portland-water-supply-now-225-acres/>
- I – 11 KATU NEWS August 28, 2023 “Camp Creek Fire grows to 1600 acres, fire management orders more crews, engines, heavy equipment” <https://katu.com/news/local/camp-creek-fire-grows-to-1600-acres-fire-management-orders-more-crews-engines-heavy-equipement>
- I – 12 FLASH ALERT, August 30,2023 Clackamas Fire District Apprentice Firefighter Program Graduates its First Class (included in Board Report)



CLACKAMAS FIRE DISTRICT APPRENTICE FIREFIGHTER PROGRAM GRADUATES IT'S FIRST CLASS (PHOTO)

News Release from **Clackamas Fire District**

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On Thursday, Aug. 31, 2023, Clackamas Fire District's first ever Apprentice Firefighter Program will graduate Academy 23-02. The program is designed to open up opportunities to those who may not have experience in firefighting, to gain training, as well as some on-the-job, real-world experience which will open up possibilities to work in the fire service. The hiring process shifts the focus onto the character of the applicants which will level the playing field for those interested.

This program, which is grant funded and sponsored by the Bureau of Labor and Industries (BOLI), saw 436 applicants during its initial stages with 13 individuals being selected into the program. The program is the first of its kind in Oregon.

The graduation will be held on Thursday, Aug. 31, 2023 at 2:00 p.m. at Adrienne C. Nelson High School, 14897 SE Parklane Dr., Happy Valley, OR 97015. This will be held in the auditorium/theater.

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