



Clackamas Fire District #1

Board Meeting Briefing Packet

November 18, 2024



CLACKAMAS FIRE DISTRICT

Here for you

Board of Directors Meeting

November 18, 2024

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
OCTOBER 21, 2024** (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. **PRESENTATION - Strategic Business Plan Update** – Assistant Chief Brian Stewart (Packet Pg. 6)
- VII. **PRESENTATION - Annual Audit** – Kathy Wilson, Singer Lewak (Packet Pg. 17)
- VIII. **BUSINESS – Action required**
 - B-1 **Board Committee/Liaison Assignments Determined** – Board President Hawes
 - B-2 **Request Board Approval of Revised Board Policy Manual** – Assistant Chief
Brian Stewart (Packet Pg. 23)
 - B-3 **Request Board Approval of Mark Whitaker as Budget Officer for Fiscal
Year 2025-26** – Assistant Chief Brian Stewart (Packet Pg. 59)
 - B-4 **Request Board Approval of Resolution 24-05 – Adopting and Appropriating
Supplemental Budget for Fiscal 2024-25** - CFO Mark Whitaker (Packet Pg. 60)

IX. OTHER BUSINESS – No action required

OB-1 Board Committee/Liaison Reports

EMS Committee – Director Cross/Director Joseph

Interagency Committee – Director Joseph/Director Syring

OB-2 Board Informational Updates/Comments

X. INFORMATIONAL ONLY

A. Division/Department Reports

R-1a Office of the Fire Chief – Fire Chief Nick Browne (Packet Pg. 65)

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 (Packet Pg. 67)

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

R-1f Professional Firefighters of Clackamas County Local 1159 – Vice President Andrew Gordian

R-1g Volunteer Association Report – Volunteer President Joe Johanesen

B. Correspondence (Packet Pg. 76)

C. Informational Items (Packet Pg. 82)

D. Next Meeting

The next Board of Directors’ meeting will be on Monday, December 16, 2024, at 5:00 pm. The meeting will be hybrid, with the public invited to attend either by remote video conference or in person at Station 5 (9339 SE Causey Ave, Happy Valley, OR 97086).

X. ADJOURNMENT



CLACKAMAS FIRE DISTRICT

Here for you

REGULAR BOARD OF DIRECTORS MEETING MINUTES OCTOBER 21, 2024

ATTENDANCE

Board of Directors: President Chris Hawes, Vice President Jay Cross, Secretary/Treasurer Thomas Joseph, Director Jim Syring (absent), Director Marilyn Wall

Others present: Steve Deters, Andrew Gordian, Shelby Hopkins, Joe Johanesen, Brian Stewart, Mark Whitaker

Other community members may have been in attendance. The full video conferencing attendance can be provided upon request.

I. CALL TO ORDER PER ORS 192.610 TO 192.690

ORS 192.650 – The meeting is being recorded.

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

II. PLEDGE OF ALLEGIANCE

III. CHANGES TO AGENDA

AC Stewart will share updates from the Office of Strategic Services and updates from the Office of Emergency Services in the absence of AC Mulick.

Timestamp: 00:57 – 01:32

IV. APPROVAL OF MINUTES OF THE REGULAR BOARD MEETING ON SEPTEMBER 16, 2024

The minutes for the regular board meeting on September 16, 2024, were approved as written.

Timestamp: 01:32 – 02:01

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

No comments.

Timestamp: 02:01 – 02:14

VI. INTRODUCTION – NEW HIRE POSITIONS

I-1 Finance Administrative Technician – Lisa Buerkle

I-2 Fire Chief's Office Administrative Technician – Star du Chalard

Timestamp: 02:14 – 05:12

VII. BUSINESS – Action required

B-1 Request Board Approval of Resolution 24-04 for an Interfund Loan for Fiscal Year 2024-25 – Chief Financial Officer Mark Whitaker

CFO Whitaker gave a quick overview of the Interfund loan and answered questions from the Board.

President Hawes asked for a motion to approve Resolution 24-04 for an Interfund Loan for Fiscal Year 2024-25. Director Cross made a motion, and Director Wall seconded the motion. The motion passed 4/0.

Timestamp: 05:12 – 07:57

VIII. OTHER BUSINESS – No action required

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

AC Deters reported on the Civil Service Commission meeting on October 9, 2024.

Timestamp: 07:57 – 09:08

OB-2 Board Informational Updates/Comments

Director Cross reported on the Clackamas Emergency Services Foundation.

Timestamp: 09:08 – 11:41

IX. INFORMATIONAL ONLY

A. Division/Department Reports

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

Chief Browne was absent. AC Deters shared an update from the Office of the Fire Chief.

Timestamp: 11:41 – 13:37

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

AC Deters shared an update from the Office of Business Services.

Timestamp: 13:37 – 15:32

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

CFO Whitaker shared an update from the Office of Financial Services.

Timestamp: 15:32 – 21:21

R-1d Professional Firefighters of Clackamas County Local 1159 – Vice President Andrew Gordian

VP Gordian shared an update from Clackamas County Local 1159.

Timestamp: 21:21 – 22:40

**R-1e Office of Emergency Services - Assistant Chief Dan Mulick
Office of Strategic Services – Assistant Chief Brian Stewart**

AC Mulick was absent. AC Stewart shared an update from the Office of Emergency Services and the Office of Strategic Services.

Timestamp: 22:40 – 37:33

R-1f Volunteer Association Report – Volunteer President Joe Johanesen

Volunteer President Joe Johanesen shared an update from the Volunteer Association.

Timestamp: 37:33 – 42:40

B. Correspondence

As noted.

Timestamp: 37:33 – 42:48

C. Informational Items

Director Cross asked about the recent railroad trussell fire in Milwaukie.

Timestamp: 42:48 – 43:42

D. Next Meeting

The next Board of Directors’ meeting will be on Monday, November 18, 2024, at 5:00 pm. The meeting will be hybrid, with the public invited to attend either by remote video conference or in person at Station 5 (9339 SE Causey Ave, Happy Valley, OR 97086).

X. ADJOURNMENT

The regular Board of Directors’ meeting adjourned at 5:41 p.m.

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

President Chris Hawes

Sec/Treasurer Thomas Joseph



CLACKAMAS FIRE DISTRICT

Here for you

Memo

To	Board of Directors
From	Assistant Chief Brian Stewart on behalf of Fire Chief Nick Browne
Date	November 18, 2024
Subject	Strategic Plan Update

Actions Requested

None.

Background and Discussion

Clackamas Fire District adopted a 2023 – 2026 strategic plan based on the organizational priorities of “Our People” and “Emergency Response”. This two segment plan addresses “Our People” with a focus on professional development and “Emergency Response” focused on the levy implementation. Please find attached the plan with status and updates for each item.

The general status of each objective is indicated by color in the left-hand column as identified in the legend at the bottom of the plan. This is also reflected in the headers in the chart below, illustrating the status of our 43 objectives by organizational priority and goal.

The District note the following status of its strategic plan objectives:

- Fifteen completed.
 - Sixteen objectives in progress and on track.
 - Seven objectives are experiencing delays or revisions, in part due to a change in personnel. Appropriately, AC Deters is evaluating internal processes. As this review is completed, the objectives will regain momentum.
 - Objective 7.3, Single Digit Renumbering, is unable to be completed due to regional complexities and efficiencies identified in the process of that work. Operations is engaging regionally on unit typing and numbering with the goals of safety, consistency, and simplifying our system.
 - Objective 7.4, Fire Defense Board approval of unit typing matrix will be started after that matrix’s development is completed.
 - Objective 4.4, Secure funding and acquisition of capital needs, was removed. It was decided each capital funding priority needed its own objective. Now the plan has two objectives, 4.6 and 4.7, which related to radios and SCBAs.
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Status of Tasks by Organizational Priority and Goal

Our People

	Completed	In Progress/ On track	Experiencing delay/ Revision	Unable to complete	Not yet started	Removed or Replaced
Goal 1	4	1				
Goal 2	2					
Goal 3		3				
Goal 4			2			
Goal 5		1			1	
Goal 6			2			
Total	6	5	4		1	

Emergency Response

	Completed	In Progress/ On track	Experiencing delay/ Revision	Unable to complete	Not yet started	Removed or Replaced
Goal 1	2		1			
Goal 2			2			
Goal 3	1	1				
Goal 4	4	2				1
Goal 5	2	1				
Goal 6		2				
Goal 7		2		1	1	
Goal 8		4				
	9	12	3	1	1	1

CLACKAMAS FIRE DISTRICT

Strategic Plan

2023-2026



Organizational Priority: Our People

Goal 1: Define and Improve Organizational Culture	Business Services
Obj. 1.1 Implement changes and improvements based on the survey results to align the culture with the desired purpose, mission, and values. This survey was completed in August 2023. The survey received 274 responses. Results of the survey were shared all members and discussed at the two-day All American Leadership workshop in September.	Fire Chief 8/31/2023
Obj. 1.2 Implement changes and improvements based on the survey results to align the culture with the desired purpose, mission, and values. The survey results were used in several veins to align the district's culture with the desired purpose, mission, and values.	Fire Chief 1/31/2024
Obj. 1.3 Establish diversity, equity, inclusion, and belonging training for all employees focusing on understanding biases, cultural sensitivity, and the benefits of a diverse workforce. Recruitment process developed. Moving to ongoing evaluation of process.	Human Capital 6/30/2024
Obj. 1.4 Establish and solidify the onboarding process from new hire to Fire Chief Process enhancements and updates have been made to onboarding processes. This work continues as the onboarding process is	Human Capital 6/20/2025
Obj. 1.5 Create a Culture Survey to annually spot check progression in improving organizational culture. Culture Survey has been created and implemented. Currently, the survey has been utilized on a quarterly basis. The frequency is being evaluated and may align with this objectives target after the first year.	Human Capital 5/31/2024

Key Performance Indicator:

Achieve a 10% increase in employee satisfaction scores related to organizational culture within one year.

Goal 2: Enhance Ethos & Alignment	Fire Chief's Office
Obj. 2.1 Hold a 2-day Ethos Workshop for a cross-section of employees to redefine and reaffirm the company's purpose, mission, and values. The two day workshop was held on September 6th and 7th. All district members were invited to attend and all those that replied to attend were accommodated.	Fire Chief 9/30/2023
Obj. 2.2 Ensure that all employees understand the revised ethos. The district has worked to ensure the ethos are communicated through various means and that members had and have ample opportunity for discussions about the ethos. The results of the workshop were presented to the board with All American Leadership and shared by the fire chief with all members of the organization.	Fire Chief 6/30/2024

Key Performance Indicator:

Conduct a post-workshop survey to measure employee engagement and alignment, aiming for at least an 80% positive response rate.

Goal 3:	Strengthen Supervisory & Leadership Development	Business Services	
Obj. 3.1	Establish a Professional Development Committee HRO is in process of implementing the professional development committee.	Human Capital	6/30/2025
Obj. 3.2	Establish/Implement a Company/Chief Officer Boot Camp to provide specialized training and skill development for all company officers and chief officers. Training and Human Capital are conferring on where there is distinction and alignment between line officers and managers in other divisions. Potential to combine Obj. 3.2 and Obj. 3.3 into one.	Training	6/30/2025
Obj. 3.3	Establish/Implement a Manager/Divisional Heads/C&G/Command Staff Development Program to equip those positions with leadership and managerial knowledge and skills. Training and Human Capital are conferring on where there is distinction and alignment between line officers and managers in other divisions. Potential to combine Obj. 3.2 and Obj. 3.3 into one.	Human Capital	6/30/2025

Key Performance Indicator:

Within two years, have at least 80% of Company Officers, Chief Officers, Managers, Division Heads, C&G, and Command Staff complete their respective development programs.

Goal 4:	Improve Leadership Competency & Effectiveness	Business Services	
Obj. 4.1	Establish a process to provide ongoing leadership/positional training and mentorship for all levels of leadership. This work needs alignment with Obj. 3.2. <i>Deadline adjusted to 6/30/25.</i>	Human capital	6/30/2024
Obj. 4.2	Establish leadership performance evaluations and feedback mechanisms to identify areas for improvement. e.g., Annual Evaluations New evaluation platform identified as a need. Evaluations + was selected and still needs to be implemented. Training in December and implement in January. <i>Deadline adjusted to 1/31/2025.</i>	Human Capital	1/31/2024

Key Performance Indicator:

*Increase the percentage of leaders who receive, for example, "exceeds expectations" or higher rating **in their performance evaluations by 15% within three years.***

Goal 5:	Foster a Learning Culture	Business Services
Obj. 5.1	Develop a learning and development roadmap to identify key skill gaps and training needs throughout the whole organization.	Committee Chair 6/30/2025

Being evaluated.

Obj. 5.2	Implement and fund continuous learning opportunities, such as workshops, webinars, and access to online courses.	Human Capital 6/30/2026
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Training opportunities have been made available and the Training Division has reinstated using training planners. These will allow the District to see the impact, interest, and funding gaps for continuous learning opportunities.

Key Performance Indicator:

*Achieve 95% of employees who participate in at least one professional development activity **each quarter**.*

Goal 6:	Measure the Impact of Professional Development	Business Services
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Obj. 6.1	Establish metrics to track the effectiveness of various professional development initiatives.	Human Capital 6/30/2024
	The professional development initiatives are still being assessed and created. This objective is dependent on Goals 3, 4, and 5. <i>Deadline adjusted to 8/31/2025.</i>	

Obj. 6.2	Regularly assess the impact of these initiatives on employee performance, engagement, and retention.	Human Capital 6/30/2024
	The professional development initiatives are still being assessed and created. This objective is dependent on Goals 3, 4, and 5. <i>Deadline adjusted to 9/30/25 with a deliverable of metrics and frequency.</i>	

Key Performance Indicator:

Maintain a yearly average employee retention rate of 97% or higher, indication that professional development efforts contribute to employee satisfaction and loyalty.

Organizational Priority: Emergency Response

Goal 1:	Improve Firefighter Hiring Process & Post Testing Clearance	Business Services	
Obj. 1.1	<p>Increase the number of qualified candidates applying for firefighter positions</p> <p>In the most recent recruitment, Clackamas Fire had the most number of applicants for firefighter as it had in over ten years.</p>	Business Services	7/1/2024
Obj. 1.2	<p>Implement efficient and timely procedures for post-testing clearance</p> <p>The process has been evaluated and was determined to be highly efficient with internal resources and working with outside vendors.</p>	Health and Safety	7/1/2024
Obj. 1.3	<p>Implement efficient and timely procedures for background checks</p> <p>Additional evaluation of existing procedures for efficacy and opportunities for change to improve the background check content and process is needed prior to implementing any procedural changes. <i>Needs to be evaluated.</i></p>	Human Capital	7/1/2024

Key Performance Indicator:

Increase in the number of qualified candidates advancing through the application phase to the Spark Hire interview stage.

Reduction in the time taken to screen and shortlist candidates.

Goal 2:	Improve Firefighter Hiring Process & Post Testing Clearance	Business Services	
Obj. 2.1	<p>Develop a comprehensive recruitment strategy, including targeted outreach to diverse communities.</p> <p>Recruitment process developed. The District still needs to develop the comprehensive strategy. <i>Being extended until December 31, 2024.</i></p>	Human Capital	6/30/2024
Obj. 2.2	<p>Increase in the effectiveness of social media and website to promote the fire district as an attractive employer.</p> <p>The District increased postings to social media and its website. KPI data will be analyzed to determine the effectiveness. <i>Website under redesign.</i></p>	PIO	7/1/2024

Key Performance Indicator:

Increase in the number of qualified applicants from diverse backgrounds.

Growth in the social media following and engagement.

Higher website traffic and job application conversions.

Goal 3:	Improve Firefighter Hiring Process & Post Testing Clearance	Emergency Services	
Obj. 3.1	Develop (12-month) comprehensive staffing plans for year 2, year 3, well in advance of implementation Comprehensive staffing plan completed in FY24 for FY25 staffing enhancements. This objective is being marked complete for Year 2 and Objective 3.2 is being added to track Year 3.	Emergency Services	6/30/2024
Obj. 3.2	Develop (12-month) comprehensive staffing plans for Year 3, well in advance of implementation Working with Operations and Data.	Emergency Services	6/30/2025

Key Performance Indicator:

*Completion of yearly staffing plans at least 12 months ahead of implementation.
(Review plan annually) Successful coordination with the finance and support services divisions for necessary resources.*

Goal 4:	Ensure Adequate Logistics & Capital Items	Emergency Services	
Obj. 4.1	Plan, Assess and procure necessary PPE and uniforms for current and future staff Logistics has completed a PPE and uniform assessment and established a procurement plan based on established vendor timelines.	Support Services	March 31 Annually
Obj. 4.2	Secure funding and plan for the acquisition of new fire apparatus Two Type 1 Engines ordered and Two Type 6 Engine (bodies to be installed on owned chassis) were ordered.	Support Services	March 31 Annually
Obj. 4.3	Plan for and secure funding for necessary fire station remodeling Station 13 remodel complete. Station 12 remodel funded in FY25 budget.	Strategic Services	March 31 Annually
Obj. 4.4	Secure funding and acquisition of capital needs Due to the complexity and expense of the SCBAs and radio replacement, these are being separated into Objectives 4.6 and 4.7.	Support Services	March 31 Annually
Obj. 4.5	PLL apparatus setup This project is near completion and Emergency Services will ensure it is completed after fire season. <i>Completed 2024.</i>	Emergency Services	12/1/2023
Obj. 4.6	Develop a long-term voice and data communications strategy. Informal information gathering completed. Identified the need for a workgroup to research, evaluate, and make recommendations for a voice and data strategy. Internal workgroup convened. Regional discussions forthcoming.	Emergency and Strategic Services	6/30/2025

Obj. 4.7	Develop a plan and secure funding for SCBAs.	Support Services	6/30/2025
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Need for replacement plan identified - need to formalize process to develop SCBA deployment/replacement plan.

Key Performance Indicator:

Completion of an inventory plan... inventory list and status update for all logistics items.

Completion of the fire apparatus acquisition.

Completion of remodeling projects within specified timelines.

Goal 5:	Ensure Adequate Logistics & Capital Items	Emergency Services
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Obj. 5.1	Establish a process to certify EMT's at an accelerated rate to enhance and expand recruitment and EMT certification for firefighters	Emergency Services	3/30/2026
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This objective is complete. The entry point into EMT classes has not declined like expected. Recruitment has brought in high number of EMT's. We have no need to for an EMT course for career staff, and those looking to get in the field have plenty of options ranging from in person, remote, and accelerated course.

Obj. 5.2	Secure agreements with paramedic programs for current employees	Emergency Services	3/30/2026
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The need for secured agreements has drastically declined since this objective was written. We have found that the process for our firefighters to enter paramedic school has very little limitations like we thought would exist last year.

Obj. 5.3	Evaluate budget for potential funding of EMT and Paramedic training for new and current employees	Emergency Services	3/30/2026
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The District reviewed and found that the minimum percentage of paramedics that provides for efficient and effective staffing is lower than 68%. With budget priorities, the district focused on hiring a paramedics for the lateral AO academy. This recruitment did not result in any hiring. Will evaluate for FY 2026 budget.

Key Performance Indicator:

Have access to an accelerated EMT program for new hires.

Maintain 65-68% paramedics. Adjusted downward from 68-72% after data review.

Goal 6:	Maintain Relevant Data Points & Analytics for Staffing Decisions	Strategic Services	
Obj. 6.1	Continuously review and update data points and analytics used to determine staffing needs The District has established a data workgroup which meets biweekly. This workgroup has been focused on data for existing challenges and is evaluating effective response force models.	Strategic Services	March 31 Annually
Obj. 6.2	Ensure the data-driven approach aligns with the evolving needs of the community This work is evolving with the addition of a beta-version of Darkhorse Emergency's community risk assessment tool. The data workgroup is learning the functions of the tool and evaluate how it may be used to align mitigation and response approaches with the evolving needs of the community. The District is hiring a community resilience officer who will focus part of their time on community engagement and risk data.	Strategic Services	March 31 Annually

Key Performance Indicator:

*Regularly review and update of data points and analytics based on community needs and trends.
Alignment of staffing decisions with data-driven analysis and community demands.*

Goal 7	Maintain Relevant Data Points & Analytics for Staffing Decisions	Emergency Services	
Obj. 7.1	Run cards are aligned and validate for QRV's, Type 3's and Type 6's Run cards are current for Type 3's and Type 6's. QRV run cards will be completed by December.	Emergency Services	12/1/2024
Obj. 7.2	Develop unit typing matrix with local PSAPs Unit typing is being evaluated and process may be modified with challenges found under Objective 7.3 process.	Emergency Services	6/1/2025
Obj. 7.3	Single digit renumber matrix to align with levy deployment changes This project has been evaluated and single-digit renumbering is not practicable due to the complexities of the region. This project is being re-envisioned as to how to find improvements while accounting for factors impacting agencies across the counties/PSAPs.	Emergency Services	6/1/2025
Obj. 7.4	Fire Defense Board approval of unit typing matrix Dependent on Obj. 7.2 being completed. Regional operations discussions will inform this matrix.	Emergency Services	6/1/2025

Key Performance Indicator:



Agency interface is universal among local PSAP's.

Goal 8	Enhance community outreach and engagement to effectively demonstrate the value and impact of the Emergency Services Levy	Business Services
Obj. 8.1	Increase Awareness and Understanding Ongoing. Activities have increased, but the District should determine a methodology(ies) for evaluating community member understanding.	PIO March 31 Annually
Obj. 8.2	Review and Enhance Stakeholder Engagement Ongoing. Opportunity to enhance analytics of online and live engagements.	Business Services March 31 Annually
Obj. 8.3	Enhance On-Line Presence Website revamp is underway with web developer. <i>Pending rebranding.</i>	PIO March 31 Annually
Obj. 8.4	Highlight Positive Outcomes Annual report to be published in the fall. Banners for upcoming and already increased staffing posted at relevant stations. <i>Highlights are included in Siren newsletter.</i>	Business Services March 31 Annually

Key Performance Indicator:

- Increase Media Coverage achieved through collaboration with local media outlets.*
- Increase growth in our social media followers, likes, shares, and engagement rates.*
- Establish quarterly reports on website analytics, including page views, time spent and bounce rate.*
- Increased community events and increased community members attendance.*
- Increase percentage of community members who are engaging the information on Emergency Levy and its benefits through social media and website. Decreased bounce rate.*

Status Legend

	Completed
	In Progress/On track
	Experiencing delay/Revision
	Unable to complete
	Not yet started
	Removed or Replaced



CLACKAMAS FIRE DISTRICT #1

Here for you

Memo

To	Board of Directors
From	Chief Financial Officer Mark Whitaker on behalf of Fire Chief Nick Browne
Date	November 18, 2024
Subject	Annual Audit Statements for FY 2023-24

Action Requested

Staff recommends acceptance of the audited financial statements for FY 2023-24.

Background

The district contracted with Singer Lewak LLP for the District's audit for the year ending June 30th, 2024. Attached is the independent auditor's report. The full audited financial statements are available on the district's website at: <https://clackamasfire.com/divisions/financial-services/>.

Highlights from the audited report include:

- The financial statements present fairly, in all material respects, the respective financial position of the district as of June 30th, 2024.
- The auditor did not identify any deficiencies or misstatements in this year's audit.
- The district's net position increased by \$7.3 million, a result of improvement in the district's General Fund and Capital Replacement Fund balances, the continued retirement of the district's debt, and changes to deferred inflows and outflows related to the district's retirement liability.
- Final General Fund ending balance was \$18,424,546—an increase of \$2.05 million from the prior year financial statements and about \$1.85 million more than the beginning fund balance assumed in the FY 24-25 Adopted Budget.
- Although the auditor's report did not find deficiencies or misstatements in relation to the district's financial reporting, and did not find anything to believe the district was not in substantial compliance with state laws, regulations, contracts, and grants, the auditor's report does point out the following exceptions. Each of these has been addressed by management to improve internal controls.
 - An incorrect Willand Mitigation Fund balance amount for FY 2022-23 reported on page 133 of the FY 2024-25 Adopted Budget.
 - Expenditures in excess of budgeted appropriations for Emergency Services for the Grants Fund in FY 2023-24.
 - Incorrect procurement procedures for the purchase of two Type 6 pumper apparatus bodies in February 2024 for \$370,000. The district followed an informal procurement process of obtaining three vendor quotes rather than a formal request for proposal as required for purchases over \$250,000.



In addition to the district's financial statements, for FY 2023-24, the district's federal grant expenditures exceeded \$750,000, which triggered the requirement for a single audit. Singer Lewak performed the audit and issued an opinion stating that, in all material respects, the district complied with the federal compliance requirements that could have a direct and material effect on each of the district's federal programs for the year ended June 30, 2024.

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

Recommendation

Staff recommends acceptance of the audited financial statements for FY 2023-24.

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

Opinions

We have audited the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of Clackamas County Fire District #1 (the "District") as of and for the year ended June 30, 2024, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of Clackamas County Fire District #1 as of June 30, 2024, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the District and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the District's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect material misstatements when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the District's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages i –vi and the schedules on pages 43 – 49 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

The schedules of revenues, expenditures and changes in fund balance – budget to actual for the General Fund and Grants Fund, as listed in the table of contents under required supplementary information, is the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. The information for the year ended June 30, 2024 has been subjected to the auditing procedures applied in the audit of the basic financial statements for the year ended June 30, 2024 and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with audited standards generally accepted in the United States of America. In our opinion, this information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The combining statements and individual fund schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining statements and individual fund schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements, or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining statements and individual fund schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Board of Directors
Clackamas County Fire District #1
Independent Auditor's Report

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated October 14, 2024, on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

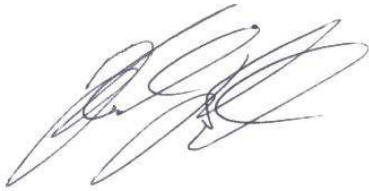
Other Reporting Required by Oregon State Regulations

In accordance with Minimum Standards for Audits of Oregon Municipal Corporations, we have also issued our report dated October 14, 2024, on our consideration of the District's compliance with certain provisions of laws and regulations, including the provisions of Oregon Revised Statutes as specified in Oregon Administrative Rules. The purpose of that report is to describe the scope of our testing of compliance and the results of that testing and not to provide an opinion on compliance.

Singer Lewak LLP

October 14, 2024

By:



Brad Bingenheimer, Partner



CLACKAMAS FIRE DISTRICT

Here for you

Memo

To	Board of Directors
From	Assistant Chief Brian Stewart on behalf of Fire Chief Nick Browne
Date	November 18, 2024
Subject	Review of Board Policy Manual

Actions Requested

Staff requests the Board of Directors to review the draft, amend it as appropriate, and adopt the board policy manual.

Background

In September, the Board reviewed the Board Policy Manual and revisions suggested by staff. The board packet mistakenly did not include a redline version of the document. Staff subsequently distributed a copy of the redline version to the board via email. Staff is requesting that the Board complete the two-step process and adopt the amended draft of the Board Policy Manual after reviewing and making any additional changes it desires.

Policy Implications

Completing the annual review process will keep the Board compliant with its policies and help ensure that the Board Policy Manual is accurate and contemporary to the Board's interests. Following are staff recommended changes, which include:

- Table of Contents – renaming of Articles 12,13, and 14
- Preamble – addition of branding transition and new, draft, logo image
- Article 7.7 – change in format of monthly items; addition of budget officer selection in November
- Article 12 – title change from “Fire District Legal Counsel” to “Legal Counsel”
- Article 13 – title change from “Fire District Policy on Tax Increment Financing (Urban Renewal) Districts” to “Tax Increment Financing (Urban Renewal) Districts”
- Article 14 – title change from “District Policy on Enterprise Zones” to “Enterprise Zones”
- Other minor edits, before or after adoption, such as fixing typos, adjusting formatting, or rearranging text without altering content
- Updates to Committees/Liaisons according to the Board president's assignments.



Clackamas Fire District

Board of Directors’ Policy Manual

Revised October ~~2023~~2024

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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 – Clackamas County 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 2023 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 **and** 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.



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Clackamas Fire District is beginning a transition in branding. The existing and draft new logos are shown here and both may be seen during the transition. Logo of Clackamas Fire District for electronic medium, decals, letters, etc. These may be also be used in black and white, two-color, and other versions.



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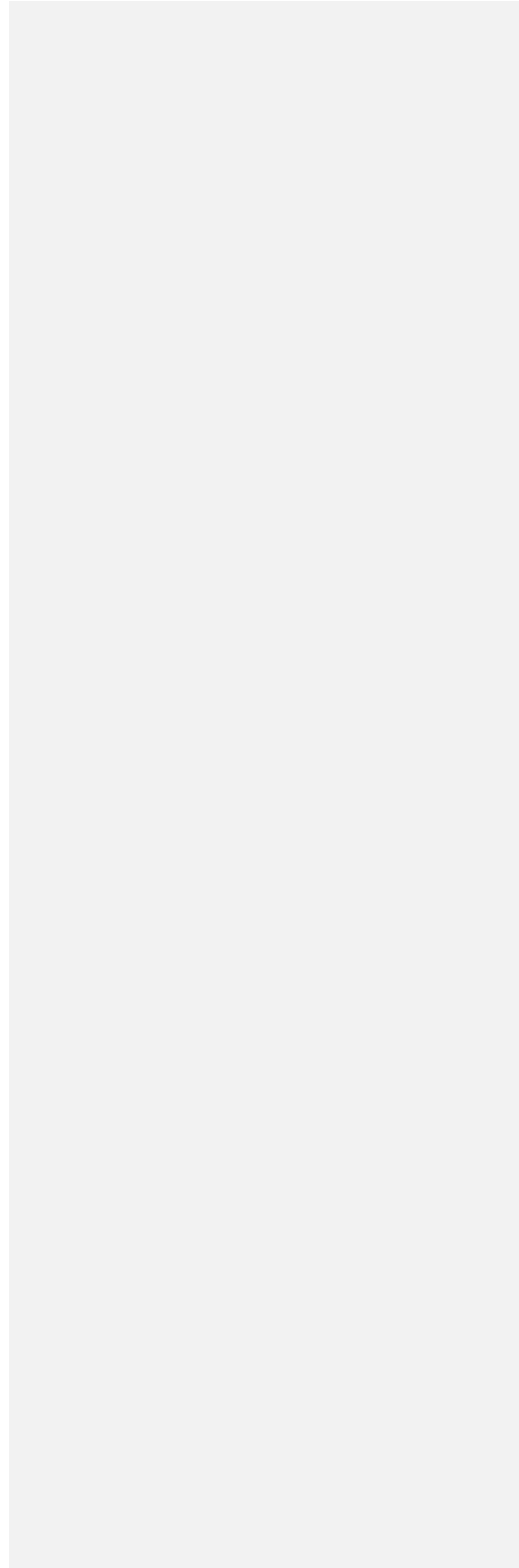
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Section 1
Clackamas Fire District
Policy Statements

draft

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10/21/24

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**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).

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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 of 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	<ul style="list-style-type: none"> • <u>Board approval of audit agreement</u> • <u>Board approval of Clackamas Emergency Services Foundation budget</u>
February	<ul style="list-style-type: none"> • <u>Election information – submit information for re-election to Board of Directors to the Clackamas County Election Division for May election (odd-numbered years).</u>
March	<ul style="list-style-type: none"> • <u>Board approval of three-year term renewals to the Clackamas Emergency Services Foundation Board</u>
April	<ul style="list-style-type: none"> • <u>Board approval of term renewal for Budget Committee Members</u>
May	<ul style="list-style-type: none"> • <u>No regular recurring items</u>
June	<ul style="list-style-type: none"> • <u>Swearing-in of elected/re-elected Board members (odd-numbered years)</u> • <u>Board approval of the resolution to adopt the budget, make appropriations, and levy taxes for the next fiscal year</u>
July	<ul style="list-style-type: none"> • <u>No regular recurring items</u>
August	<ul style="list-style-type: none"> • <u>No regular recurring items</u>
September	<ul style="list-style-type: none"> • <u>Annual election of Board officers – President, Vice-President, Secretary/Treasurer</u> • <u>Board of Directors’ Policy Manual Review – First reading</u>
October	<ul style="list-style-type: none"> • <u>Board committee/liaison assignments determined</u> • <u>Board of Directors’ Policy Manual Review - Adoption</u> • <u>Presentation of the Strategic Plan</u>
November	<ul style="list-style-type: none"> • <u>Presentation of Annual Audit</u> • <u>Board approval of Budget Officer for the next FY</u>
December	<ul style="list-style-type: none"> • <u>Board approval for the District’s Insurance Carrier for next calendar year</u>

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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/liaison 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.

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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.

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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.

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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

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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.

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10.4

The District recognizes the right of any member of the public to inspect and/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.

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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.

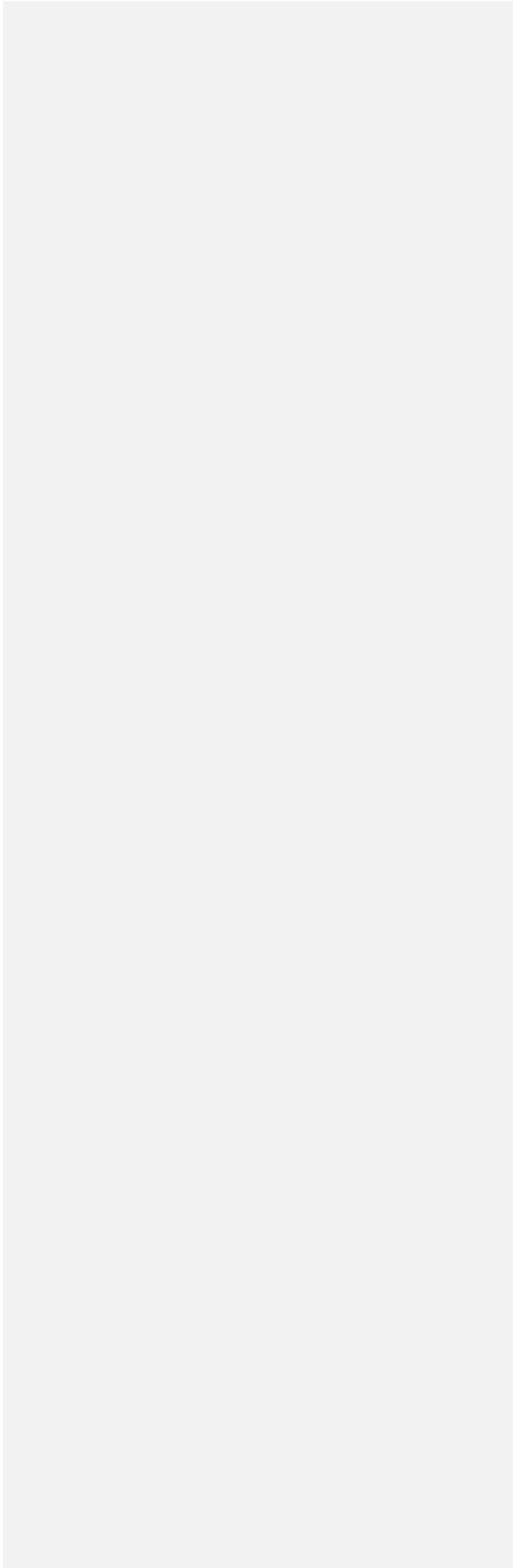
13.5

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.

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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:

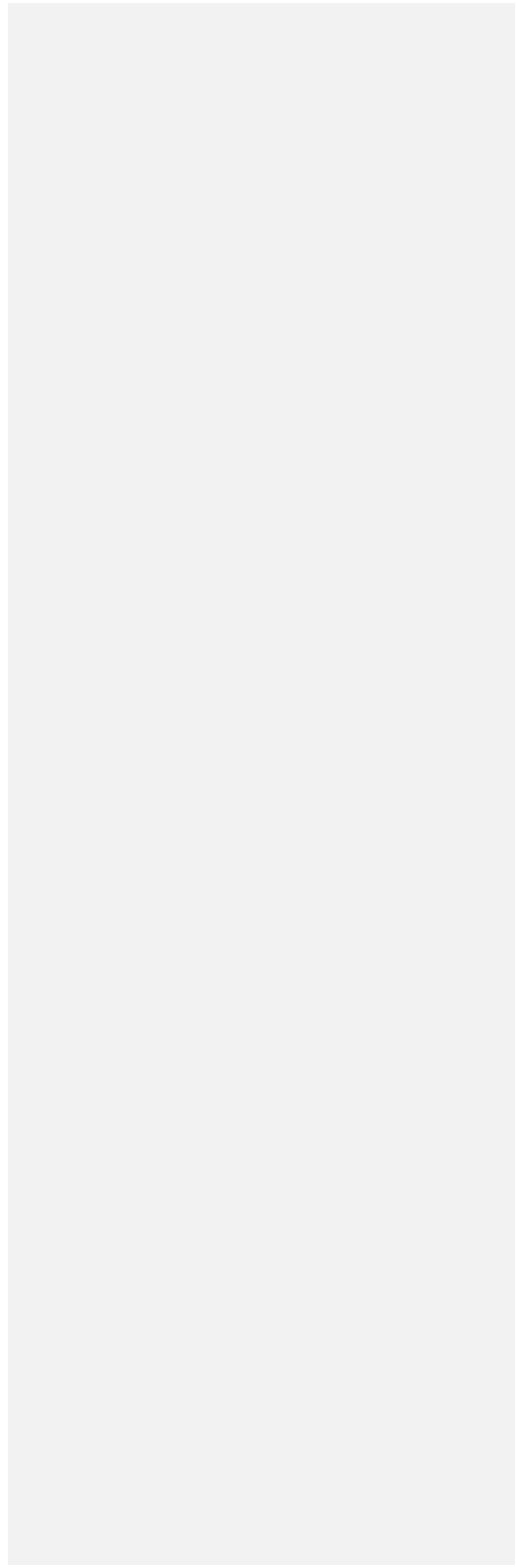
- Existing EZone boundaries or exemption of taxable property should not be amended unless the sponsor, in consultation with the District, concludes that the amendment is in the best interests of the community at large and will not diminish the District's

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.
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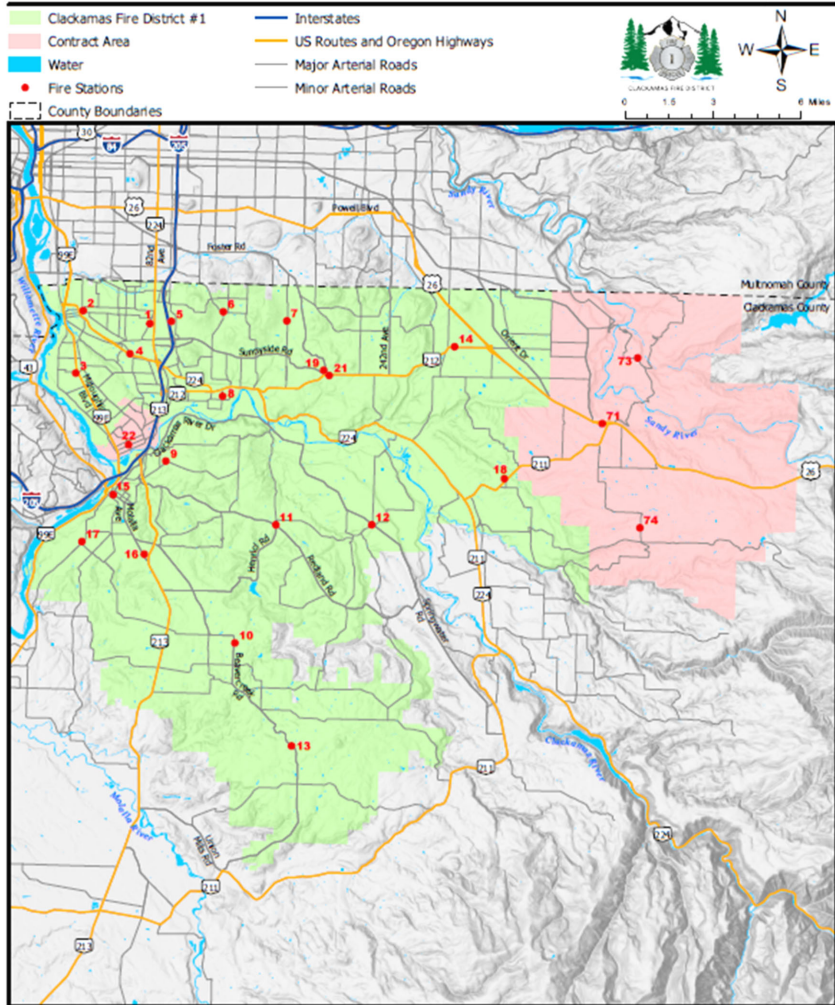
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APPENDIX A – DISTRICT MAP



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

DRAFT

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

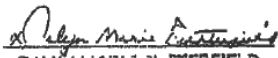
That the requirements of this ordinance do not apply to any regular district election which occurs less than one year after adoption of this ordinance.

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	<u>2023/2024</u> 2022/2023	<u>2023/2024</u> 2024/2025	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 TBD	Chief Browne CFO Whitaker
CIVIL SERVICE COMMISSION LIAISON: To provide Board representation at the Civil Service Meetings.	Hawes	Hawes TBD	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 TBD	DC 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>	Syring Hawes Wall Syring	Syring Hawes TBD	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 TBD	Chief Browne Whiteley
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 TBD	Chief Browne
LEGISLATIVE COMMITTEE: To provide a forum for staff and Board representatives to discuss the political implications of Board action and the impacts of legislative proposals. <i>Quarterly (Minimum)</i>	Joseph Wall	Joseph Wall TBD	Chief Browne
VOLUNTEERS’ ASSOCIATION LIAISON: To provide Board representation at the Volunteer Association meetings. <i>Quarterly (Minimum)</i>	Syring Alt: Hawes	Syring Alt: Hawes TBD	Vol. Program Coordinator/ Trainer

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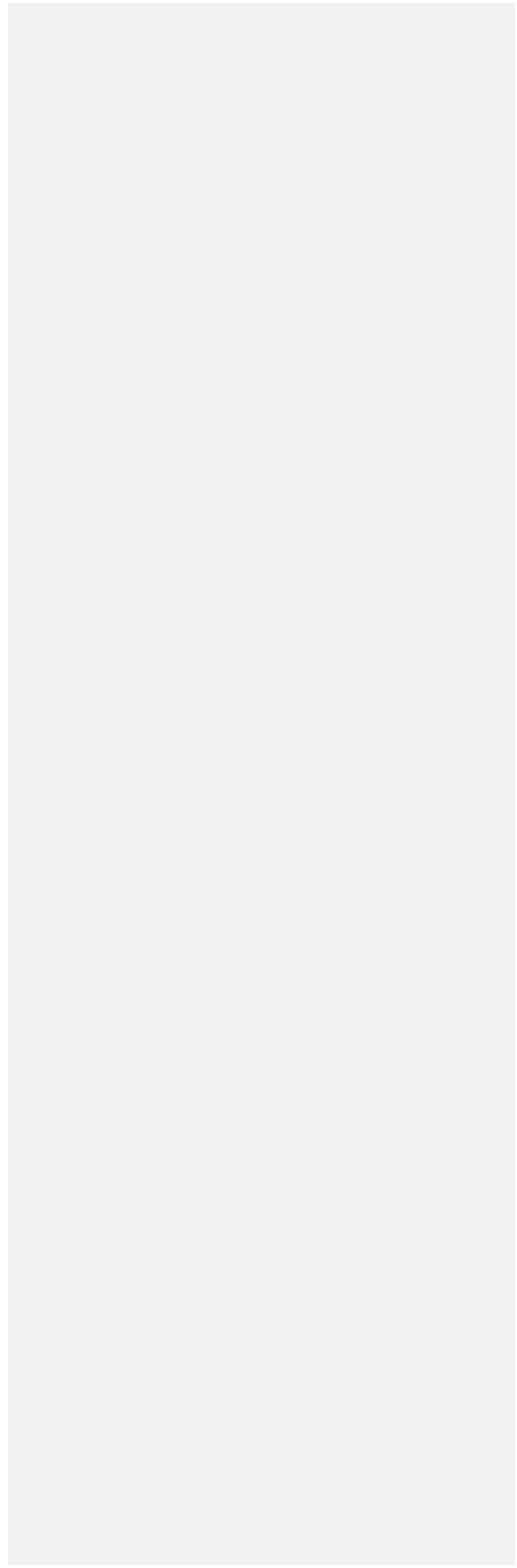
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SECTION 2
Clackamas Fire District

Resources

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10/16/23





CLACKAMAS FIRE DISTRICT #1

Here for you

Memo

To	Board of Directors
From	Assistant Chief Brian Stewart on behalf of Fire Chief Nick Browne
Date	November 18, 2024
Subject	Designating the District's Budget Officer

Action Requested

Requesting the Board of Directors designate Mark Whitaker as budget officer.

Background

The Board of Directors is required by ORS 294.331 to designate one person to serve as budget officer. Mark Whitaker is the fire district's chief financial officer and has served as the district's budget officer in since FY 2022.

Board Policy Implications

Designating a budget officer this month would follow the board policy manual guide of annual activities to approve the budget officer in November. By designating an individual to serve as budget officer for FY 2025-2026, the District will comply with ORS 294.331.



CLACKAMAS FIRE DISTRICT

Here for you

Memo

To Board of Directors
From Chief Financial Officer Mark Whitaker
Date November 18, 2024
Subject Supplemental Budget Request

Action Requested

Staff requests approval of the FY 2024-25 Supplemental Budget as presented in Resolution 24-05.

Supplemental Budget

The sole purpose of this supplemental budget is to create a new Health Benefits Fund. The purpose of the Health Benefits Fund is to pay for the costs of providing medical and dental insurance to the district's employees. The fund will also serve as a reserve, to ensure the district has adequate funds to cover any fiscal years in which there are higher than expected claims costs.

The Health Benefits Fund will be an internal services fund that receives employer and employee insurance contributions as revenue, largely from the General Fund, but also from other funds with active employees like the Grants Fund and Wildland Mitigation Fund. Employer and employee contributions are estimated at \$7.095 million for FY 24-25, the bulk of that amount being employer contributions. The Health Benefits Fund will also receive some external revenues that have traditionally gone to the General Fund: retiree payments for healthcare (estimated at \$865,000 in FY 24-25), and stop-loss reimbursements and prescription rebates (estimated at a combined \$600,000 in FY 24-25).

The supplemental budget also transfers \$2,050,000 from the General Fund to the Health Benefits Fund to build the initial reserve for the fund. This reserve represents about five months of claims costs. The district's consultant recommends a reserve of three to nine months of claims costs.

FY 24-25 Health Benefits Fund Revenue	
Healthcare Contributions	\$7,095,000
Post-Employment Benefits Revenue	\$850,000
Health Plan Reimbursements	\$600,000
Investment Interest	\$50,000
Transfers from Other Funds	\$2,050,000
Total Revenue	\$10,645,000



Estimated FY 24-25 expenses for the Health Benefits Fund are shown in the following table, with total expenses estimated at \$8,595,000 (plus an additional \$1.8 million in contingency). Total expenses in FY 23-24 for the same categories were \$7.9 million, and have been adjusted upward to account for inflation and more employees.

FY 24-25 Health Benefits Fund Expenses	
Medical Claims	\$7,033,000
Dental Insurance	\$590,000
Health Insurance Admin Fees	\$972,000
Subtotal	\$8,595,000
Contingency	\$1,800,000
Total Expenses	\$10,395,000

The creation of the Health Benefits Fund also requires some changes to the General Fund in the supplemental budget. As already mentioned, the supplemental budget proposes transferring \$2,050,000 from the General Fund to establish the necessary reserve for the Health Benefits Fund. This will reduce the ongoing fund balance in the General Fund, but, at the same time, the General Fund no longer needs to be the reserve fund for the district's health claim expenses. The General Fund also ended FY 2023-24 with a surplus, allowing the one-time transfer to occur without reducing the General Fund balance below its expected level in the adopted budget.

Other General Fund changes are reductions in revenues and expenditures because those revenues and expenses are now recorded in the Health Benefits Fund.

RESOURCES	Adopted Budget	Supplemental Budget Change	Revised Budget
Beginning Fund Balance	\$16,570,000	\$1,854,546	\$18,424,546
Revenue			
Health Plan Reimbursements	\$600,000	-\$600,000	\$0
Other Post-Employ Bene Revenue	\$753,900	-\$753,900	\$0
Change in Revenue		-\$1,353,900	
Change in Total Resources		\$500,646	
REQUIREMENTS	Adopted Budget	Supplemental Budget Change	Revised Budget
Expense			
Café Plan Claims Costs	\$7,950,200	-\$1,150,200	\$6,800,000
Other Post-Employ Benefits	\$865,000	-\$865,000	\$0
Transfer to Benefits Reserve Fund	\$0	\$2,050,000	\$2,050,000
Change in Expenditures		\$34,800	
Unappropriated Ending Fund Balance	\$12,955,000	\$465,846	\$13,420,846
Change in Total Requirements		\$500,646	



Policy Implications

ORS 731.036(6)(e) states that there are certain requirements for self-insured medical plans including that “program contributions and reserves must be held in separate accounts and used for the exclusive benefit of the program” and “the program must maintain adequate reserves.” Up to this point, the fire district has comingled its self-insured plan funds with the General Fund and relied on the General Fund ending fund balance as its health insurance reserve fund. Creating the Health Benefits Fund will bring the district into compliance with ORS.

In recent years, the district has budgeted expenses for the “worst-case” scenario in terms of health claims, to avoid a repeat of FY 2020-21 when a spike in medical claims costs contributed to a budget deficit. Creating a Health Benefits Fund with an adequate reserve will mean that the district no longer needs to budget for a worst-case scenario in the General Fund, freeing up those funds for other district priorities. In some high claim years, it is likely the Health Benefits Fund balance will fall, and the balance will recover in lower claim years. The district will need to continue to monitor healthcare costs and ensure that the employer and employee contributions from the General Fund keep pace with any growth in costs.

When a supplemental budget will create a new fund, a public hearing must be held and public comment taken before adoption of the supplemental budget. The district is holding its supplemental budget public hearing as part of its regular Board meeting on November 18, 2024. Notice of the supplemental budget hearing was posted in the Business Tribune on November 12, 2024. Following the hearing, the Board may pass a resolution to adopt the supplemental budget and make any necessary appropriations. The district’s budget committee does not need to be involved.

Recommendation

Staff recommends approval of the supplemental budget for FY 2024-25 to establish the Health Benefits Fund as presented in Resolution 24-05.



CLACKAMAS FIRE DISTRICT

Here for you

RESOLUTION 24-05

Adopting and Appropriating a Supplemental Budget for Fiscal Year 2024-25

Whereas, Oregon Local Budget Law ORS 294 allows governing bodies of municipal corporations to prepare supplemental budgets to allow for expenditures necessitated by unforeseen circumstances; and

Whereas, ORS 294.463 allows governing bodies of municipal corporations to transfer appropriations and an equal amount of budget resources between funds; and

Whereas, ORS 731.036(6)(e)(A) requires a municipal corporation to maintain a separate account for its self-insured health plan; and

Whereas, ORS 294.473 and OAR 150-294-0550 allows governing bodies of municipal corporations to create a new fund, provided that a public hearing is held, public notice is posted for five days, and the governing body passes a resolution to adopt the supplemental budget; now therefore be it

Resolved, that the Board of Directors of Clackamas Fire District hereby establishes the Health Benefits Fund as an internal services fund to provide adequate funding and reserves for the district’s self-insured health plan. The Health Benefits Fund shall maintain adequate contingency and reserves to pay for employee medical and dental expenses. If the Health Benefits Fund is dissolved, then the remaining funds shall revert to the district’s General Fund; and further

Resolved, that the Board of Directors of Clackamas Fire District hereby authorizes the following adjustment of appropriations for the fiscal year beginning July 1, 2024:

General Fund	Adopted Budget	Adjustments	Revised Budget
Fire Chief's Office	\$ 1,139,860	\$ -	\$ 1,139,860
Emergency Services	64,185,013	-	64,185,013
Business Services	22,024,171	(2,015,200)	20,008,971
Debt Service	3,025,600	-	3,025,600
Transfers Out	4,300,000	2,050,000	6,350,000
Contingency	3,615,000	-	3,615,000
Total General Fund Appropriations	\$ 98,289,644	\$ 34,800	\$ 98,324,444

Health Benefits Fund	Adopted Budget	Adjustments	Revised Budget
Materials and Services	\$ -	\$ 8,595,000	\$ 8,595,000
Contingency	-	1,800,000	1,800,000
Total Health Benefits Fund Appropriations	\$ -	\$ 10,395,000	\$ 10,395,000



Adopted this date, November 18, 2024.

President, Board of Directors

Secretary, Board of Directors

FIRE CHIEF'S REPORT

OCTOBER 2024



Oct. 26: Trick-or-Treat Trail in downtown Sandy and Station 71



New ETHOS Poster framed and sent to stations in October



Oct 30: Crew 30 members conducting fuels reduction work.

October Highlights

- On October 15-17, an Operations Meeting was held for the region's battalion chiefs at Lake Oswego Fire. The focus of the gathering was to discuss mutual aid assignments, expectations, and communications interoperability.
- Throughout the month of October, Portland Fire & Rescue invited Clackamas Fire and other agencies to the US Bank Tower to participate in a full-scale high-rise fire training.
- Volunteer Academy 24-03 started at the beginning of October with nine Suppression Firefighters and two Support.
- The Safety Committee formed an EV (electric vehicle) subcommittee to look further at the dangers for firefighters.
- October was busy for Community Services with many school safety presentations, two open houses, three large Halloween events, several fire station tours, and numerous community presentations.
- Finance and IT received FBI cybersecurity briefing facilitated by CRO Morgan West.
- Updates to Station 12 continue with the station getting a fresh coat of paint with the current District paint scheme in October.
- CRO West hosted a successful Incident Command System course resulting in over a dozen CFD members, along with partners from CCSO, the USFS, and the National Weather Service being trained in Intermediate ICS.
- CFD's Crew 30 members are offering free wildfire home assessments to residents throughout Clackamas County.
- Two new personnel started in October: Star du Chalard (Fire Chief's Office) and Lisa Buerkle (Finance)

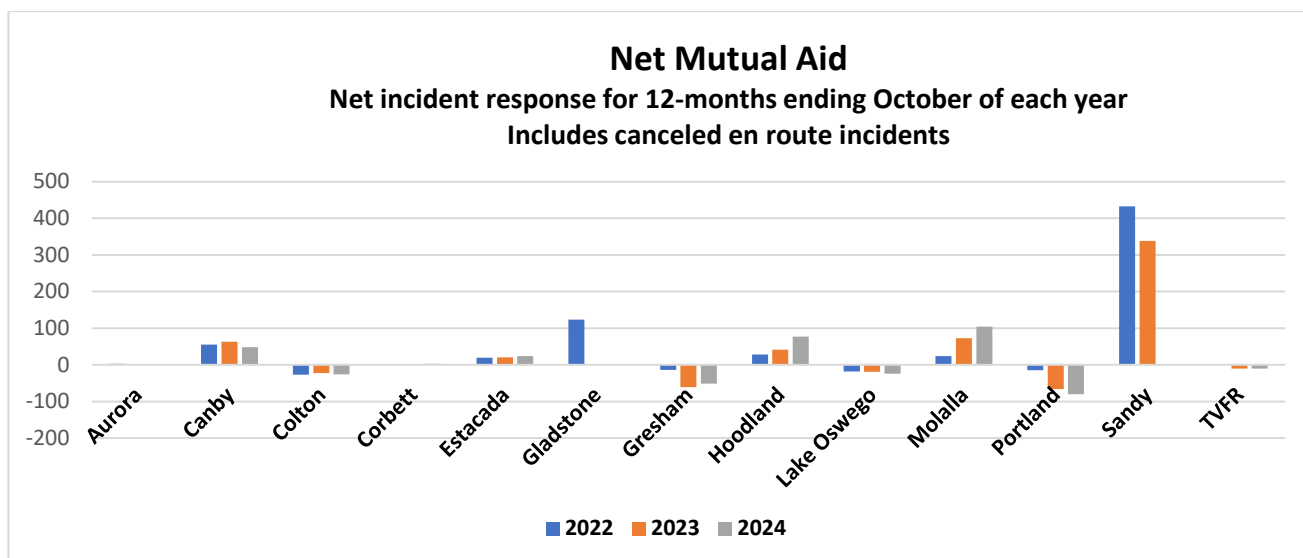
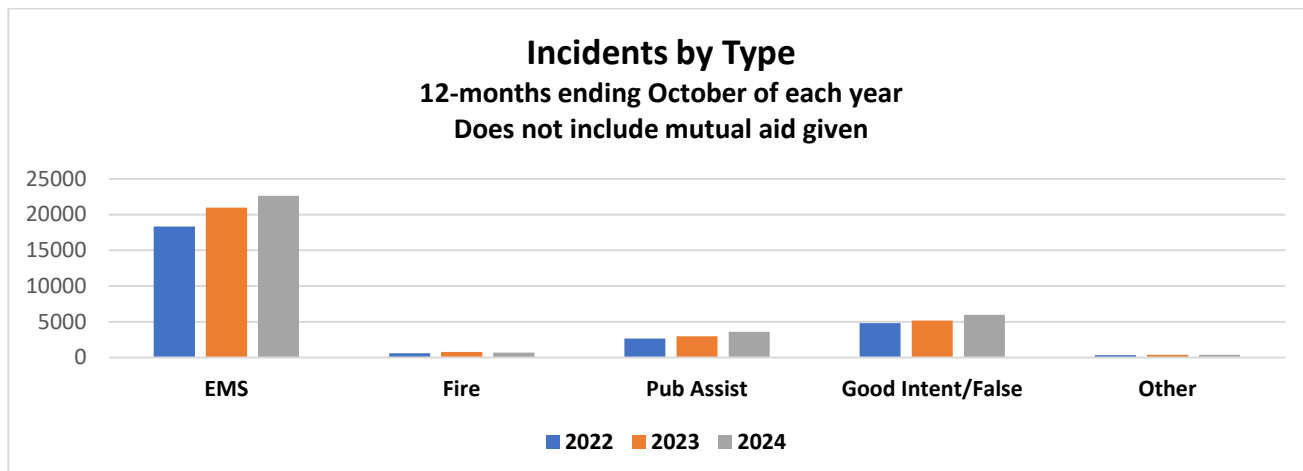
Upcoming:

The **50th** year of Operation Santa Claus begins in December with five parades promoting five donation drop-off locations that will collect non-perishable food items and toys.



FIRE CHIEF'S REPORT

OCTOBER 2024



Average Company Time Committed					
Time: 271 hours and 58 minutes			Percent of Month: 39.48%		
Includes Preparation and Response: Incidents, Apparatus/Equipment Checks, Physical Fitness, Training					
Volunteers	Training/ Drills	Events Attended	Duty Shifts Station 74	Station 21 (RH321)	Station 2 (RH302)
40	5	3	28/31	7/31	4/31

Current Staffing - 7/1/ 2025				Ratio: Between 3-7 Optimum 5	% of Workforce
	Local 1159	Non Rep.	Total		
Support Services	18	49	67	1 Support Staff to 5.16 Employees	19% of total personnel
Line Positions	270	0	270		
Community Medic+ Crew 30	2	7	9	1 Support Staff to 4.16 Line + Crew 30/Community Medic	81% of total personnel
Total Employees			346		

	Current #	%Workforce
Day Chiefs~Support	11	3%
CFO/HSC/SSO/Exec. Man	4	1%
Managers/CRO	5	1%
Captains	7	2%
Total	27	8%

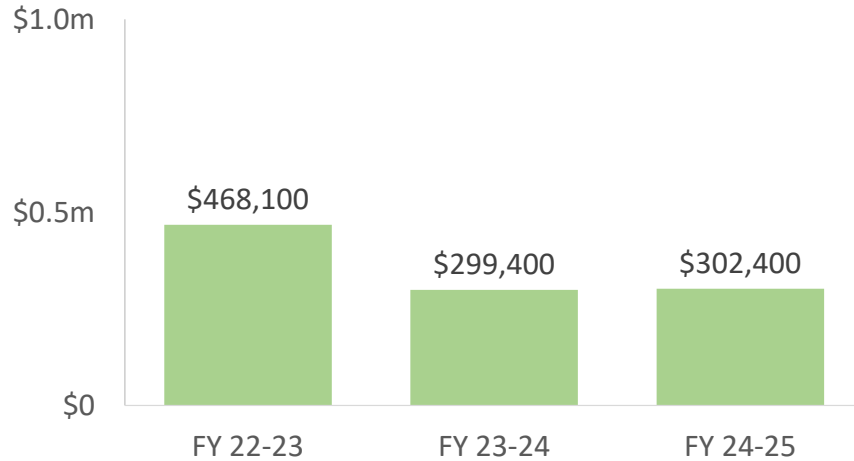


FINANCIAL REPORT

Period Ending October 31, 2024

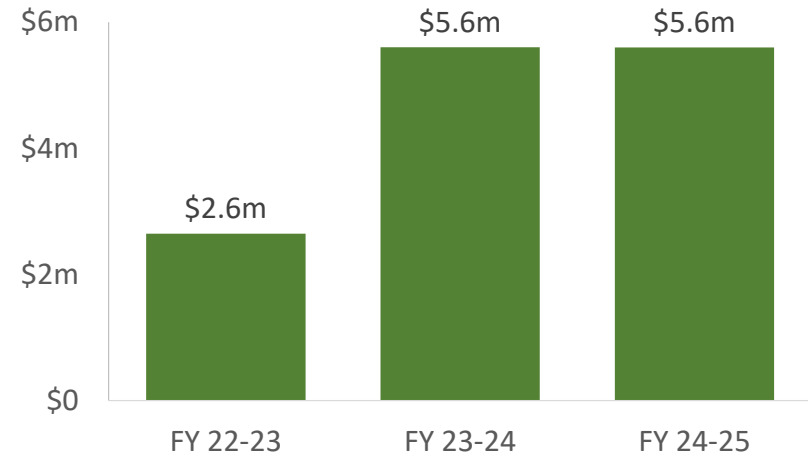
General Fund Property Tax Revenues

Through October



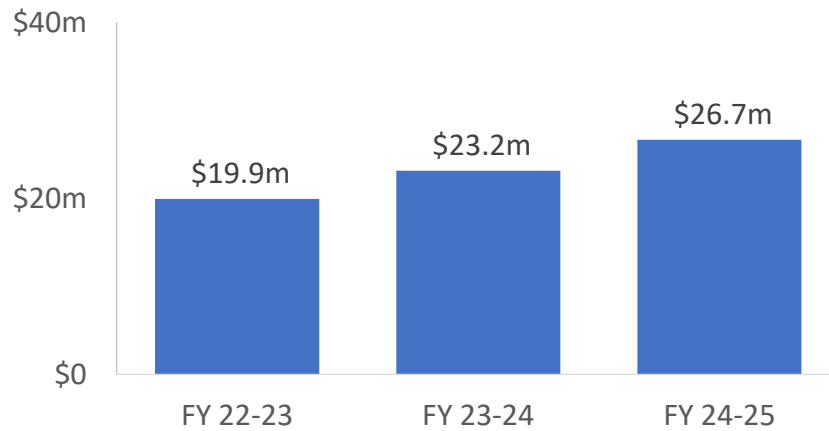
General Fund Total Revenue

Through October



General Fund Salary & Benefits

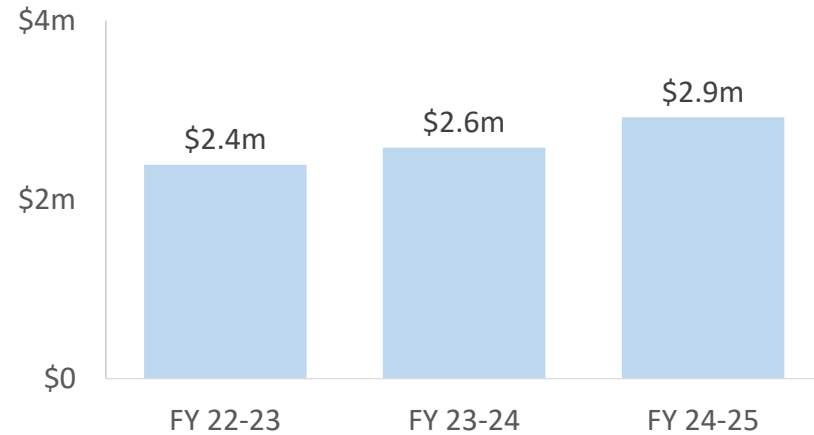
Through October



34.6% of FY budget spent

General Fund Overtime

Through October



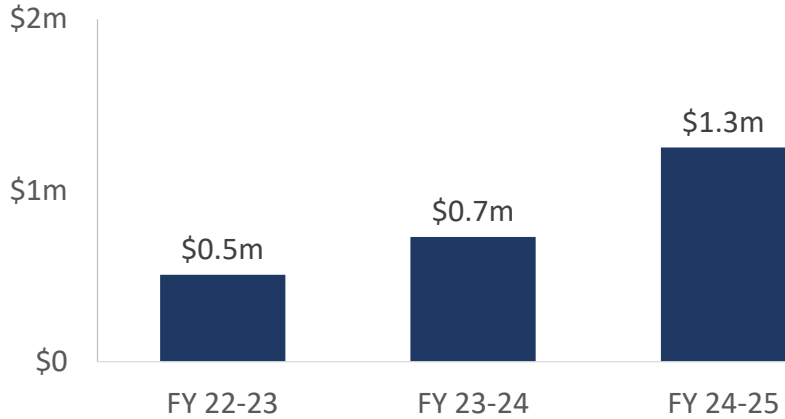
37.8% of FY budget spent



FINANCIAL REPORT

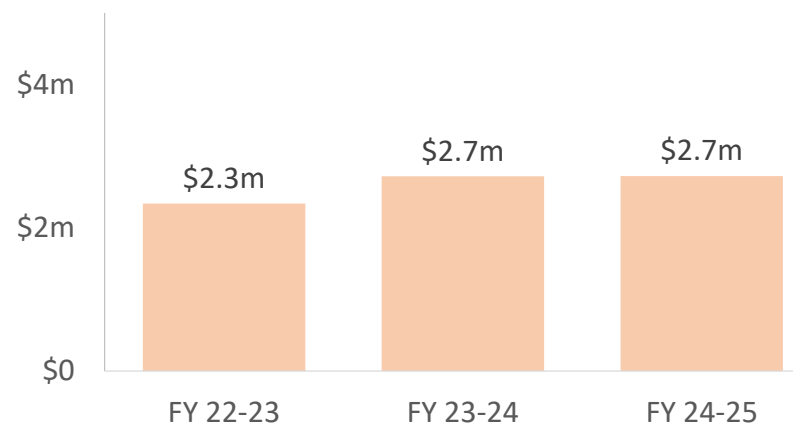
Period Ending October 31, 2024

General Fund Health Claim Expenses
Through October



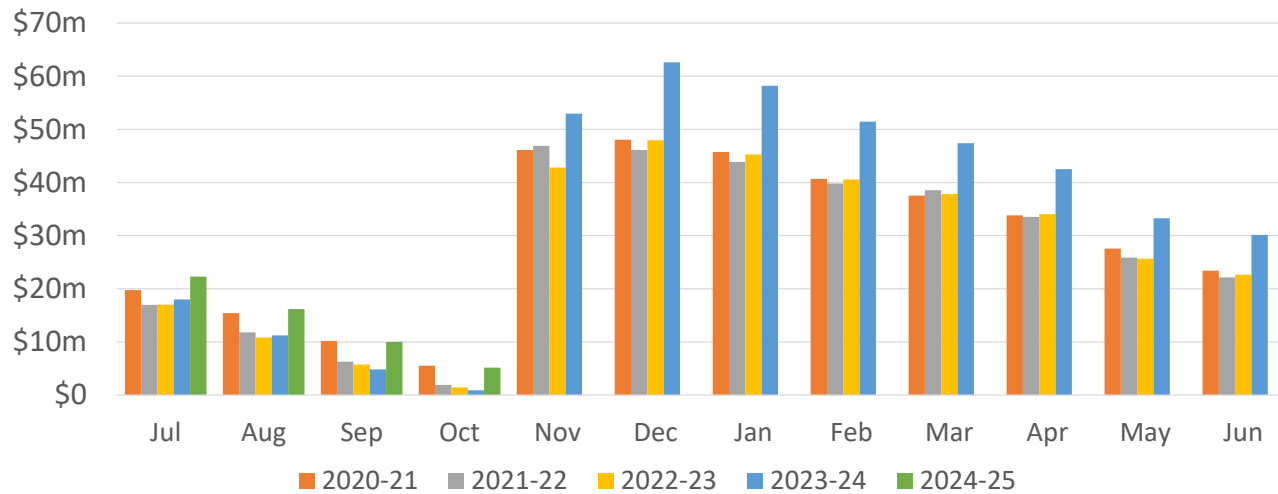
15.7% of FY budget spent

General Fund Materials and Services
Through October



26.5% of FY budget spent

Month-End Fund Balance, All Funds





Clackamas Fire

10 - GENERAL FUND

Budget to Actual Report for Period Ending
October 31, 2024

	<u>Adopted Budget</u>	<u>Actual YTD</u>	<u>% of Budget</u>
Beginning Fund Balance	\$16,570,000	\$18,414,137	111.1%
<i>Revenues</i>			
Tax Revenue	\$80,986,444	\$302,415	0.4%
Interest	\$1,267,400	\$321,549	25.4%
EMS Revenue	\$2,309,000	\$560,582	24.3%
Contract Revenue	\$7,662,400	\$3,801,984	49.6%
Conflagration Revenue	\$0	\$74,445	-
Grants	\$0	\$0	-
Other Revenue	\$2,085,400	\$538,819	25.8%
Transfers In	\$364,000	\$0	0.0%
Total Revenues	\$94,674,644	\$5,599,794	5.9%
<i>Expenditures</i>			
Fire Chief's Office	\$1,139,860	\$342,244	30.0%
Emergency Services	\$64,185,013	\$23,392,440	36.4%
Business Services	\$22,034,371	\$5,657,645	25.7%
Debt Service	\$3,015,400	\$40,505	1.3%
Transfers Out	\$4,300,000	\$0	0.0%
Contingency	\$3,615,000	\$0	0.0%
Total Expenditures	\$98,289,644	\$29,432,833	29.9%

Investment Report

District holdings as of 10/31/2024

Investment	Maturity Date	Purchase Price	Coupon Payments	Settlement Value	Net Earnings	Interest Rate
FHLB Bond	6/13/2025	\$439,510	\$4,700	\$470,000	\$35,190	5.03%
FHLB Bond	6/12/2026	\$381,933	\$53,438	\$375,000	\$46,505	4.70%
FHLB Bond	11/17/2026	\$1,790,559	\$248,363	\$1,790,000	\$247,803	4.64%
		\$2,612,002	\$306,500	\$2,635,000	\$329,498	

Local Government Investment Pool (LGIP)

District Balance \$1,344,634
 Interest Rate 5.00%



CLACKAMAS FIRE DISTRICT

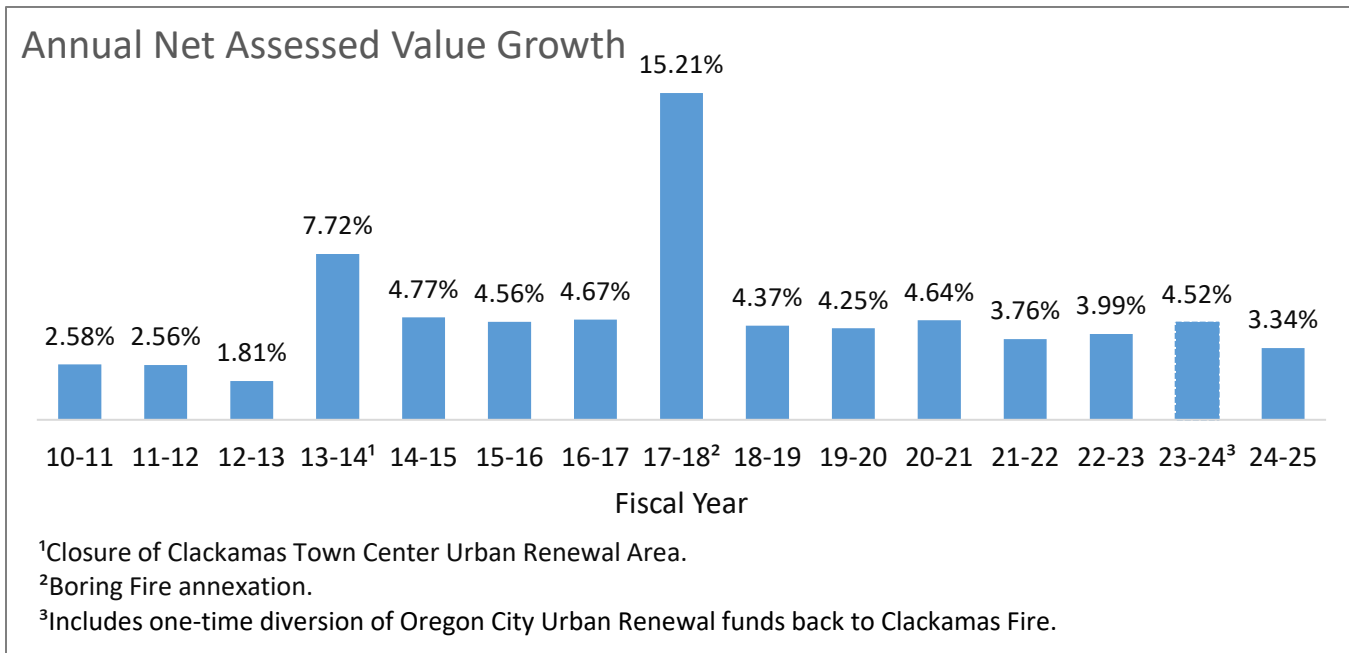
Here for you

Memo

To | Board of Directors
From | Chief Financial Officer Mark Whitaker
Date | November 18, 2024
Subject | Budget Outlook Update

Current Year Update

The FY 2024-25 General Fund budget remains largely on track, providing some confidence that the district will be able to end the year with a balanced budget. However, there are still a few uncertainties as described below.



On the revenue side, property tax revenue should match expectations. The County Assessor reported that net assessed valuation grew at 3.34% over last year. Determining the actual growth in Clackamas Fire’s regular, ongoing assessed value is more complicated over the last two years because of the temporary changes in Oregon City’s urban renewal collection:

- The 3.34% growth reported for this year is deceptively low because it includes the one-time effects of Oregon City continuing to forgo 75% of its urban renewal tax increment funding while reclaiming 25% of it, making it look like Clackamas Fire’s assessed value grew less than it did.



- Similarly, the 4.52% reported for last year is deceptively high because it includes the one-time effect of Oregon City forgoing 100% of its tax increment funding, making it look like Clackamas Fire’s assessed value grew more than it did.

The true growth in Clackamas Fire’s ongoing, permanent assessed value is shown in the last column below, after accounting for the one-time effect of Oregon City’s urban renewal changes.

	Reported Assessed Value		Permanent, Ongoing Assessed Value		
	Net Assessed Value	Growth over prior year	One-time Oregon City URA Effects	Net Assessed Value	Growth over prior year
2022-23	\$26,339,671,848			\$26,339,671,848	
2023-24	\$27,530,920,995	4.52%	-\$282,901,790	\$27,248,019,205	3.45%
2024-25	\$28,449,969,034	3.34%	-\$199,182,340	\$28,250,786,694	3.68%

The Adopted Budget’s assumed assessed value growth rate of 3.5% was based on the last column, meaning that property taxes growing at 3.68% will result in about \$68,000 more in property tax revenue than projected.

Other revenues also appear to be on track. Ambulance transport revenue and investment interest will likely bring in a little more than budgeted (\$250,000 to \$350,000 combined), providing some room for potential over-expenditures.

The other major revenue change is from wildland conflagration reimbursement. The district provided resources to 19 wildfires around the state this summer as part of Oregon State Fire Marshal (OSFM) task forces or incident management teams. We have not yet completed all of the reimbursement requests to OSFM, but are currently estimating that total reimbursement will be about \$2.3 million. Of course, most of that revenue is offset by the additional personnel expenses from the overtime, operational replacement, and associated roll up (Social Security, Medicare, PERS) costs from the deployments. The district’s personnel expenses are trending well above budget projections because of the deployments, and this will need to be addressed in a supplemental budget later in the year.

Outside of deployment expenses, the other major expense category that is likely to exceed its budget is operational replacement. Through October (or 33% of the year), the district has spent about 39% of its operational replacement budget. We expected operational replacement to be higher in the first half of the fiscal year due to the rapid staffing increases of restoring 5 firefighter seats in January and opening Station 13 in July. On the other hand, the district has experienced a higher number of absences than expected due to injury and Paid Leave Oregon. Operational replacement will be lower in the second half of the year, once the current academy graduates and fills existing vacancies. At this point, however, I would not expect the savings in the second half of the year to be significant enough to offset the higher operational replacement costs in the first half. Because, as described above, some revenue sources are performing well and because of some vacancy savings, the expectation is that the overage in operational replacement (and associated rollups) can be accommodated without utilizing budgeted contingency.



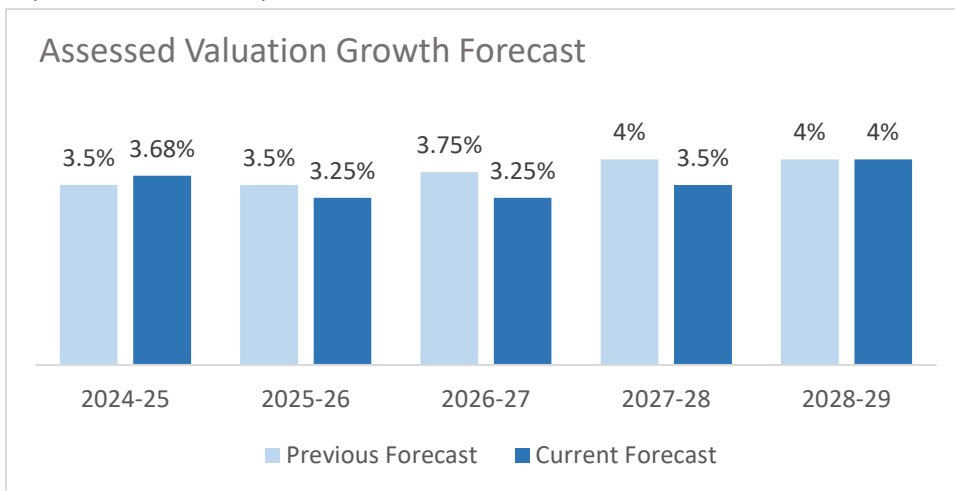
The other uncertainty with the current year budget is the outstanding collective bargaining agreement with Local 1159. The budget assumes 4% wage growth. If the final ratified agreement exceeds those costs, then additional budget adjustments will be necessary.

Budget Outlook

Several factors are leading to a more negative budget outlook than was presented with the FY 2024-25 Adopted Budget.

The first consideration is the property tax forecast. Taking into account the one-time effects of Oregon City urban renewal, the district has experienced 4 consecutive years of assessed value growing at under 4%. Based on current market conditions, assessed value is unlikely to rebound soon and could see even lower growth rates over the next few years. New construction is the largest source of property tax growth and, as shown in the table, permitting for new construction has fallen to the lowest level since the Great Recession. The district is likely still benefitting from the higher permit years as construction is completed, meaning we can expect assessed value to grow more slowly over the next few years as fewer houses and apartments are completed.

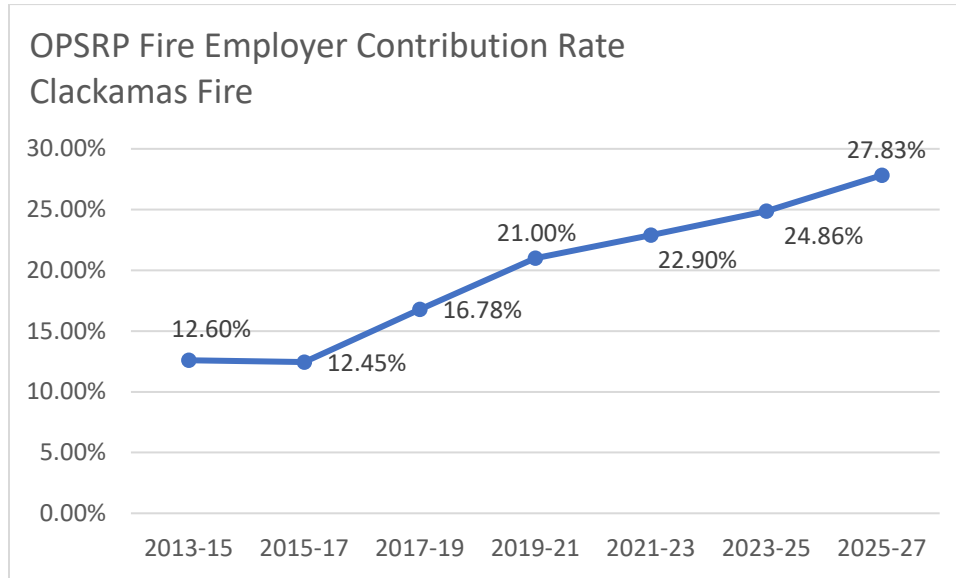
New Housing Unit Permits <i>Oregon City, Happy Valley, Milwaukie, Unincorporated Clackamas County</i>			
Calendar Year	Single Family Homes	Multifamily Units	Total Units
2010	400	32	432
2011	523	41	564
2012	800	149	949
2013	905	149	1,054
2014	803	162	965
2015	944	210	1,154
2016	920	874	1,794
2017	703	368	1,071
2018	829	339	1,168
2019	929	394	1,323
2020	1,013	620	1,633
2021	853	390	1,243
2022	824	1,069	1,893
2023	661	241	902
2024 (YTD)	402	10	412



With that in mind, the assessed valuation growth forecast has been adjusted to for slower growth over the upcoming fiscal years. Hopefully, lower interest rates will start to spur additional housing investment and growth so that assessed value will start growing robustly again by the end of the forecast period.

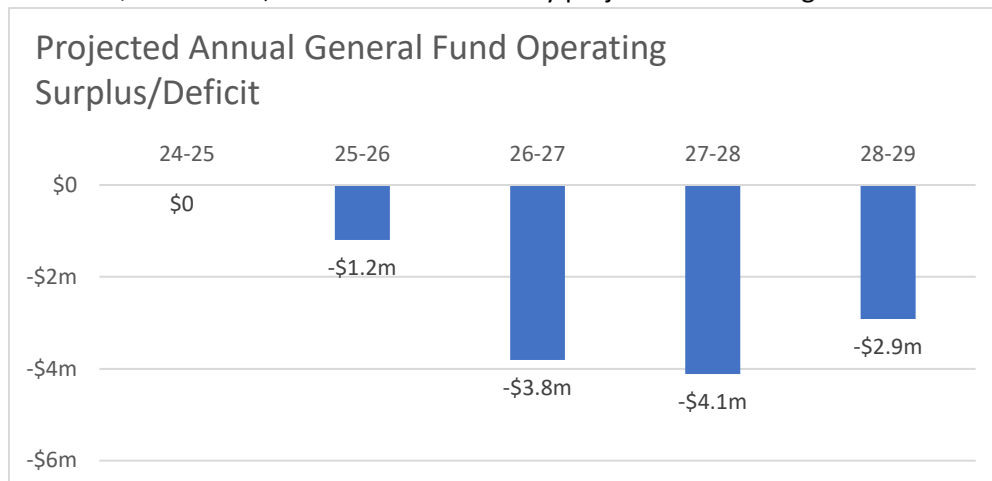


The other budget development is that PERS published the new employer PERS rates for the next biennium. PERS' previous valuation said to expect an OPSRP Fire employee rate of 26.7% beginning in FY 25-26. Actual rates will be 27.8%. This increases the district's expected costs by about \$450,000 annually above previous expectations.



The other change is in how the budget outlook is presented. In the past, we have excluded capital outlay from the budget outlook, and assumed that any surpluses will fund capital. I think this was a mistake. Capital contributions need to be included as part of the district's regular spending plan or we will continue to have deferred maintenance and an underinvestment in district assets. The new outlook includes capital contributions of at least \$1.5 million annually on an ongoing basis.

The net effect of these changes is projected deficits over the remainder of the 5-year budget outlook. As noted above, the expectation is that this year's budget will remain balanced, and then there are projected deficits from \$1.2 million to \$4.1 million over the remaining years. During this time period, the district's General Fund revenue will be around \$100 million, so deficits are currently projected in the range of 1% to 4%.





As usual, the regular caveats apply: the forecast assumes the district's FY 2024-25 operations level, meaning that it assumes the district does not add any additional programs or staffing, with the exception of the implementation of the levy-funded positions. Multiple factors influence the forecast, and the amounts will certainly change over time. The forecast is even more uncertain and subject to significant changes this year due to the open labor contract negotiations. The factors with the greatest effect on the district's future finances are assessed values, employee compensation, and PERS rates.

CORRESPONDENCE

- C-1 Social Media Comments
- C-2 Thank you from Jackson County Fire District 3 for Logistics' team
- C-3 Thank you from Jackson County Fire District 3 Response Services Team for Logistics' team
- C-4 Thank you from Oregon Department of Forestry to Brentwood Reid for his insights about the wildfire partnership
- C-5 Thank you from kindergarten student for the station tour from Station 1

CORRESPONDENCE

C-1 Social Media Comments


Thankful to the crews for their response to a multi-vehicle accident on McLoughlin Blvd., Oct. 2:

[Redacted] A very scary accident. Thanks for being our Heros!

Thankful for the training cadre for the training recruits are receiving in Academy 24-02, Oct. 3:

[Redacted]
Y'all work so hard to keep us safe, you and all responders. Y'all are amazing!

Thankful for Clackamas Fire and the services we provide, Oct. 12:

 Top fan
[Redacted]
I appreciate our fire fighters and rescue personnel ❤️

[Redacted]
Thank you all for everything you do!! 🙏🙏

[Redacted] · Oct 12
We're glad you are there!
Thank you for answering the call.

Thankful to the Fire District and the Mt. Hood Corridor Wildfire Partnership for the wildfire ready homeowner workshop, Oct. 19:

Oregon City Chamber of Commerce
Thank you for putting on this event!

[Redacted] · Oct 19
Registered! Thanks for this. ❤️

Thankful for the passage of the levy and that Logan Station 12 will be staffed full-time in the summer of 2025, Oct. 23:

[Redacted]
Looks great and great news for neighborhood 👍

Thankful for the crew from E302 for participating in a Trunk-or-Treat event in Milwaukie, Oct. 27:

Oregon City Chamber of Commerce
How fun! Thank you for being so involved!

Thankful for the crews' response to a vehicle into a building in Milwaukie, Oct. 28:

[Redacted]
It looked totally under control when I drove past about 40 minutes after the accident. Great job!

[Redacted]
Whoa! Thank you for making the best out of a horrible situation for all



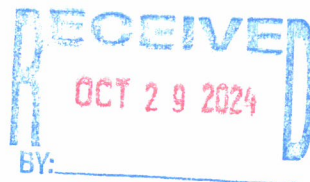
Fire District 3

8383 Agate Road White City, OR 97503-1075

(541) 826-7100 (Office)

(541) 826-4566 (Fax)

www.jcfd3.com



October 21, 2024

Fire Chief Nick Browne
Clackamas Fire District
11300 SE Fuller Road
Milwaukie, OR 97222

Dear Chief Browne,

This past month, your Logistics team hosted four of our members as they visited your department looking for ways to improve efficiency, reduce redundancies, and better serve our organization through improved logistics practices.

Your team was extremely accommodating and offered great insight. Like your agency, we take seriously the business of improving the service we provide at all levels, both internally and externally.

Please extend our sincere gratitude to Denise Burkholder and Bill Bischoff for offering their time and expertise, and Steve Sakaguchi for helping make the arrangements for our visit. They are all very talented and it showed.

If we may ever repay the favor, please let me know!

Sincerely,

Mike Hussey
Fire Chief



Thank You

from the Response Services Team

Thank you so much for your time. Your logistics operation is impressive - Stacy Maxwell

Wow! You all are doing great things in service of your members & the Community. Thank you for sharing! -Will Clelland

Thank you for your warm hospitality. Our visit to your facility was truly inspiring and I greatly appreciate your input & advice. Thanks again! -Suzey Taylor

*THANK YOU FOR SHARING YOUR KNOWLEDGE & EXPERTISE!
IT'S A HUGE BENEFIT TO OUR ORGANIZATION. Scott Danning*



BY KATIE JEANNE REIM

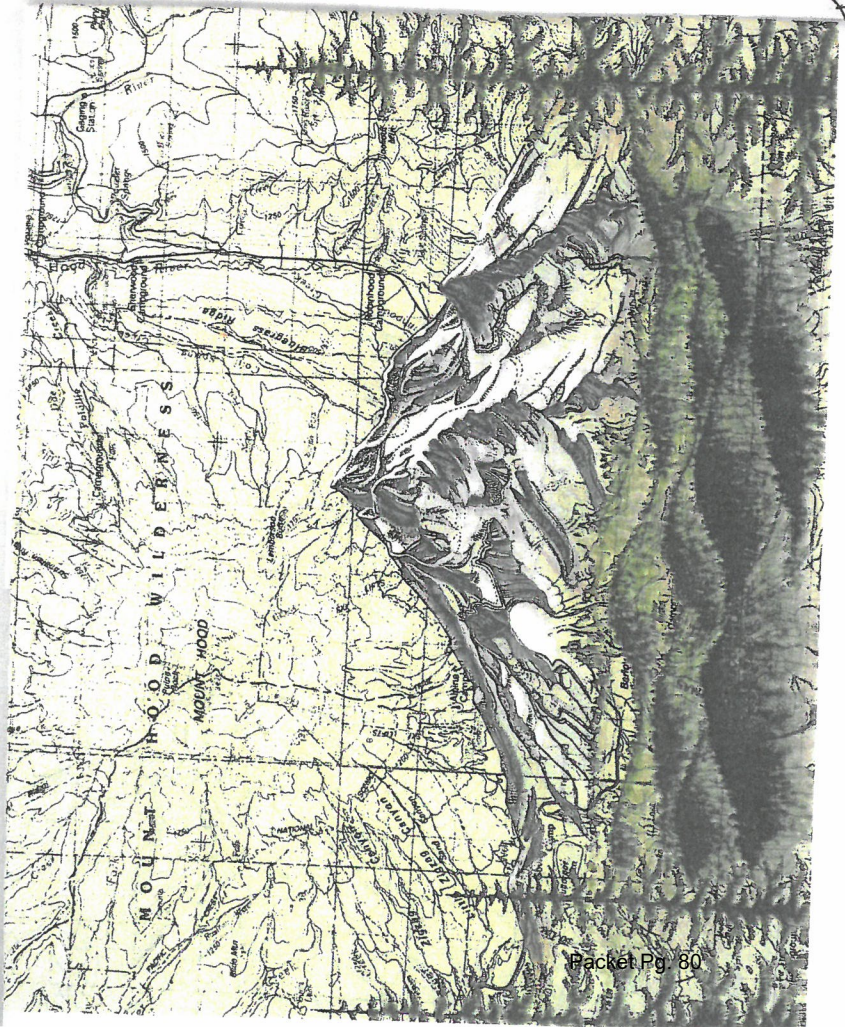
-MOUNT HOOD WILDERNESS-

Blank Inside

Mixed Media : acrylic and ink on vintage topo map
Painted and Printed in Portland, OR

FINALSWITCHBACK.COM

@FINAL_SWITCHBACK



Thank you Brent need for sharing your insights about the wildfire partnership and the dynamics of how that group came together and operates. Keep up the good work! -Dany D.

Thank you for your time and thoughts!
-Ethin

Thanks,
Say Hi To GULLEY FOR ME!
-LUKE WATKIN

Thank you very much!

Sory

Thank you!
-Michelle BPA

Thank you for your leadership!
-Liz

Thank you for your time and thoughts!
-Ethin

Keep up!

Your work & experience really resonated with our group - thank you. Paul
Many thanks for sharing your insights with us!
-Christina, AEB

Thank you!

Kelsey Smuch NOAA

Thank you!
Adan, OOF

Thanks a bunch.

Thanks a bunch!
Duff
Cameron!
Brentwood -
great perspective!
Thanks to Shanny!

Thank you!
Julie

Thanks for your time and leadership.

-Brian BPA

Thank you for your...



CHRIST the KING

Thank You!

Dear Station 1,
 Thank you for letting us come
 visit and teaching us all about
 fire safety. We loved seeing the station
 and cool fire engine.
 Thank you for also
 topping by our school!
 Thank you for keeping
 us safe.

♥ Your friends
 at CTK Kindergarten



Friends

Sophie

Bria

Geina

Ben

Frank

Kailan + Elliott

Nico



Cole
Zy

Brayden

Kins

lex

Ray

Dr. W EMERY Emma

INFORMATIONAL ITEMS

- I – 1 KGW News, October 27, 2024: “Person hit and killed by Amtrak train in Clackamas” <https://www.kgw.com/article/news/local/person-hit-killed-amtrak-clackamas/283-6171ae4b-d34b-4c19-addb-1b3b1c10a1f5>