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| <input checked="" type="checkbox"/> Robert Taylor, Board President | <input checked="" type="checkbox"/> John Tacy, Fire Chief |
| <input checked="" type="checkbox"/> Dale White, Vice President | <input checked="" type="checkbox"/> Mark Fitzwater, DC of Operations |
| <input checked="" type="checkbox"/> Wyatt King, Secretary/Treasurer | <input type="checkbox"/> Candace Hedding, Fire Marshal |
| <input checked="" type="checkbox"/> Matt Herb, Member | <input checked="" type="checkbox"/> Russell Duerr, DC of Training |
| <input checked="" type="checkbox"/> Robbe Boren, Member | <input checked="" type="checkbox"/> Desiree Barker, Chief Administrative Officer |

Member Herb joined the meeting at 3:04 pm.

Member Boren joined the meeting via zoom at 3:04 pm.

Secretary/Treasurer King exited the meeting at 3:53 pm.

CALL WORK SESSION TO ORDER AT 12:00 PM

FLAG SALUTE

CITIZEN COMMENTS

(Limited to 5 minutes per speaker)

There were no citizen comments.

REPORTS

Agenda item # 1 – Fire Chief Report

Chief Tacy would like the meeting to focus on protecting our core response. Each division will define administrative staff duties and battalion chief duties including a general assessment of where we are today. Today's presentations are key elements to help us make decisions going forward. It's an opportunity to discuss new ideas and directions, identify essentials for M&S, and seek new revenue opportunities.

- Chief Tacy provided statistics. We now serve a population exceeding 30,000 and we responded to 7181 calls last year.
- At SDAO's recommendation, Chief Tacy recommends focusing on Standard of Coverage (which details where we are today) versus a Strategic Plan (where we plan to go). We can utilize the previous outline as a starting point. Handling this in-house is more cost effective.
- After the Standard of Coverage is complete, we can review the Strategic Plan to determine the updates.
- Chief Tacy handed out 2 cards to the Board and requested their participation in an exercise. Pink lined card: note what LFD provides to the community. Blue lined card: note our funding sources.

Chief Tacy would like the District to move forward together. It is a commitment from all staff and the community.

Agenda Item #2 – Fire and Life Safety Report

Deputy Fire Marshal Jason Adamson presented Fire Marshal Candace Hedding's presentation in her absence.

The Fire and Life Safety Division has many functions:

- They develop relationships with community businesses.
- They manage over 800 commercial inspections, searching for OR fire code violations and offering suggestions that assist LFD crews to more effectively do their jobs.

- Inspections are managed and have proven to reduce fires. They are divided amongst the team. Shift personnel assist with the lighter/quicker inspections. More in-depth inspections are handled by DFM or FM. OSFM provides training and advisory support, and helps with schools and hospitals, et.al. OSFM is not an inspection resource for us.
- Fire investigations involve LFIT when more technical skills are required. It requires education to keep up with physics, chemistry, fire science, and technical report writing.
- Plan reviews consist of fire truck access and water quantity or pressure and provide information so we can utilize computer preplanning. Mapping offers the information we use to reduce response times, patient contact delays, or directions within facilities. For example, schools and other large facilities are mapped.
- Fire alarm testing provides the address with alarm notification.
- Public education consists of 3rd grade visits for public and private schools in our area. It teaches children what to do, how to plan, and it shows children what a firefighter looks like in their turnouts, so they aren't scared [and hide] if they see one. Recently Lithium batteries have been a public education focus.
- Additional education includes fire extinguisher training, senior safety talks, health/medical training for decision making, and cooking advice for family members and patients when dementia is a factor to circumvent issues. Defensible space education includes best practices. A CWDG grant through Sweethome will assist with the costs of helping property owners with WUI inspections and clearing space, purchasing supplies for address signs.
- We host the annual Fire Expo
- Smoke alarm installation and maintaining the inventory on the trucks is handled.
- Lock boxes (funded by LFCAIRS) are installed so we can get into the box to get a key for the entrance into a house to assist with the least amount of damage to the property.
- Life Jacket kiosks are maintained. Last year we received donated jackets. This service reduces accidents. The kiosks are managed by volunteers.
- Fire sitting program for young fire starters. It takes a team of parents, teachers, etc. to have impact.

Fire and Life Safety's job is to improve operations for better and easier responses.

Chief Tacy commended the team for their work on the software. Our last program took many years to build and didn't transfer data completely. F&L Safety has done a great job to add the data.

Agenda Item #3 – Operations Report

Division Chief of Operations, Mark Fitzwater, reviewed his duties and those for ambulance services.

- Operations handle Emergency Medical Service recertifications, OHA surveys, protocol reviews (EMS), and the EMS training committee.
- Operations provide oversight to operational personnel, standard operating guidelines. We try to the best of our ability to meet NFPA guidelines

- Human resource issues, which can be time consuming when resolving personnel conflicts, hiring and promotional processes, are also performed by the Operations Chief.
- He supports the Fire Chief as needed.
- He provides statistical tracking. NFPA reporting. We try to the best of our ability to meet NFPA guidelines

With 134 square miles to cover, DC Fitzwater discussed the remaining 2 ambulances and 1 engine at Station 31. He stated the importance of retaining the ambulances we have left. We need higher staffing levels with ambulances to support the community.

DC Fitzwater explained the current issues we are facing with our ambulance services:

- We had 4977 EMS calls last year, including mutual aid calls.
- We handle hospital transfers because the hospital is in our ASA. They pay well for transfers. It is 40% of EMS budget but consumes approximately 85 days per year.
- DC Fitzwater reiterated the increased call volume: We have seen 114.9% increased call volume since 2006. In 2015 we had primarily 1 call at a time. Last year we had 2400 with 2 calls at a time. 1068 with 3 calls at a time. 34 where 4 calls came in at once. Mutual aid helps in situations when we are responding elsewhere, but that delays assistance. No matter the severity of a call, once we arrive on scene, we cannot leave the scene, or it is considered patient abandonment.
- We had 4 ambulances but now we only have 2.
- We are a mutual aid partner for Albany, Brownsville, and Sweethome and so respond to many of their calls.
- DC Fitzwater explained the process. BCs weigh the options when handling calls. Our reality is hoping a bad call doesn't come in while out on other calls. Our main concern - what if a life is threatened? Minutes count.
- LCH offered conversation to pay for staffing for their transfers. After a lot of our resources, LCH admitted they never intended to help staff an ambulance.
- The Big Beautiful Bill's passing may provide Oregon with dollars specific to rural healthcare. A specialty care transport ambulance is possible. A grant provides funding for critical care training. The hospital may be interested because they don't have to send a nurse if we have a critical care paramedic. It could staff ambulance(s) for 3-5 years.
- Lift assistance was discussed. Due to high volume, we may have to charge the patient in the future. The patient can still make the call but will pay a fee. We don't want patients to sit for an extended period, but it may become necessary to keep up with the calls.

Agenda Item #4 – Training Report

Division Chief Duerr summarized programs, requirements and impacts.

- The Recruitment & Retention program's grant ended, but the workload remains.
- Administering the training program requires facility upkeep, records, monthly training, 2-6 weeks fire academies twice per year or more. Training relies on our ranks to train, and we work with neighbors who stay updated on regulations. The number of training hours is skill dependent. To remain accredited with DPSST

requires a minimum of 60 hours per year. We need training for all our team members to maintain a level of response readiness.

- Volunteers that pass academy are assigned to a station and officer based on where they live. Volunteers are paid a nominal stipend when they respond.
- LOSAP is a retirement program for volunteers where it takes 10 years to be vested.
- DC Duerr acts as the health safety officer, overseeing OSHA inspections, NFPA physical monitoring, coordinates with Occupational Health, maintains required paperwork, eyewash, fire extinguishers, and accident or incident reporting.
- He oversees the volunteer firefighters including tender and apparatus operators, fire support volunteers, WLEA program volunteers, and resident volunteers.
- We were forced to cut the resident volunteer program in half last year. LFD's ability to respond is a big area of concern. Volunteers provide valuable assistance to us in the rural areas, but volunteers are dwindling. Some volunteers must remain outside a structure. Volunteers help get water to the scene. They can truck water to the scene when it isn't readily available. The volunteer program requires a lot of time due to the volume of paperwork.
- Fire Corp set up the state required rehabilitation area on fire scenes. They perform medical checks for basic vitals. They also offer emotional and practical support for families on scene and provide resources to victims.
- The WLEA (Western University Lebanon Fire Emergency Alliance) program offers education and training to students in medical school. The hours volunteering for us count toward their degree. They also assisted with our EMS white paper.
- Residential volunteers go to school full-time. When out of class they work a shift when able. We can utilize them as the 3rd member of engine or on a medic unit. The goal is to have a firefighter/EMT to hire. It's a pipeline that provides a good pool to hire from.
- Paramedics recertify biannually. OR requires an Associates to become a paramedic. We need skilled paramedics, but we cannot train them in-house.
- We have an EMR high school program. FF Crenshaw came from that program. FF Sonneman provides instruction at the high school so they can test in EMR once over 16.
- Volunteers are an appreciated part of our team and to show that appreciation we have an annual steak night, and we provide class B uniforms after one year of service. One class B is \$1,200.
- We have retention challenges. Volunteers leave for many reasons from changes in their home-life to failing academy. Career staff have used us as a steppingstone. Our current career supporting the line is very young. We have a 25% turnover that is similar to the rest of Oregon.
- We promote advancement opportunities with specialty training, incentive programs, employee development. We have certified trainers and classes in-house. We've certified over 60 in the last 4 years.
- Newer programs include the drone program that has 9 certified pilots. Drones provide heat signatures from above to assist with firefighting tactics.

Agenda Item #5 – Financial Report

CAO Barker provided a historical, current day and future financial outlook, starting with a brief timeline.

- LFD began providing community protection in 1884. The first budget in 1916 was \$1,283. Revenue challenges introduced in the 1990s were Measures 5 & 50 that capitated property tax revenue. In 1997 Medicare changed from “reasonable rate” to fixed rate pay structure. In 2016, the Master Plan confirmed our expenses were outpacing our revenues. Our current budget is no different.
- To assist the audience in understanding how government budgeting handles transfer between funds, CAO Barker explained how the revenue initially received and counted in one fund, is again received when transferred into another fund. This displays an inflated revenue by counting the revenue twice. The same situation occurs with expenses.
- Our current budget has a \$643,000 deficit despite spending controls. We have reduced staff again and continue to search for new revenue streams.
- The revenue and expenses comparison shows a structural deficit.
- CAO Barker explained the declining cash flow and the importance of our reserves. The loss of the cashflow jeopardizes our ability to fund ambulance services. The impact to cash is two-fold. We lose dividend income as the reserves decline. When it declines and no longer provides us cashflow through November of each year, a tax anticipation note will be required and adds additional expense.
- CAO Barker stressed the pressure we are experiencing from inflation and growing emergency demands.
- CAO Barker suggested Community Engagement in funding measures or developing partnerships with other agencies.

CAO Barker recognized the efforts of the LFD and believes we can build a sustainable future with the public’s help.

Agenda Item #6 – Apparatus Report

BC Suing volunteered for 6 years at Station 32, before he was hired full-time. He is a member of OSFM Engine Program Committee. OSFM is hoping to put out more apparatus.

Battalion Chief Suing listed the duties of the standard 24-hour shift working at the BC desk. The duties include prioritizing calls, planning projects, training, coordinating with vendors, outside agencies, hospital staff, dispatch, and neighboring departments. BCs are incident commanders for structural fires, MVCs, and major emergencies. BCs are responsible for tracking staffing present on shift, scheduling, daily timecards, and incident report validation.

BC Suing explained his additional responsibilities that include, coordinating maintenance of 28 apparatus, tracking mileage, and monitoring small tools inventory utilizing software, scheduling and overseeing annual testing of pumps, aerial ladders, hoses, ground ladders, rescue equipment and tools.

BC Suing further explained how LFD has had to push off the 2016 vehicle replacement plan. LFD has 4 medic units with a combined mileage of 1 million miles and are ready to be replaced. One ambulance is a remounted box that in total has 600,000 miles.

We need to plan our next engine refurbishment. The cost is \$450,000-\$500,000 and it is needed.

Agenda Item #7 – Infrastructure and PPE Report

Battalion Chief Kibble shared the additional duties he manages outside of the regular battalion chief duties.

BC Kibble shared his status as the dispatch liaison for CAD and WVOP. He manages radios and minitors and their programming, purchases and installs. BC Kibble is the G2 system point of contact, Pulse Point coordinator, First Due responder & medications module coordinator. Lieutenant Manzi provides assistance.

With the support of Lt Kroll, the responder tablets and PCs for Mobile Communication Terminal use are maintained. BC Kibble ensures Starlink, EOC, and Knox software remain operational. He is a hazmat administrator on the regional team 5 for LFD, and hazmat tech with Linn/Benton.

NFPA now limits personal protection equipment to a 10-year lifespan. This is a new and costly requirement. BC Kibble manages the PPE budget ensuring staff have turnouts, helmets, hoods, gloves, wildland clothing, and identifier markings so our staff is protected while performing their service.

Agenda Item #8 – Maintenance Report

Battalion Chief Nunes is in charge of station and grounds maintenance, which includes maintenance contracts, HVAC equipment, overhead doors, fire sprinklers, backflow testing, and security alarms.

With staff assistance, BC Nunes is also the First Due scheduling coordinator, in charge of Hazmat reportable quantities, fuel station and inventory, SCBA batteries, hydro tests on over 100 SCBA bottles, flashlights, 60v tools, and fire extinguishers. She oversees SCBA program that Lt Kemper has well in hand. Fit testing, flows testing, compressor maintenance.

In her role, BC Nunes recently identified issues with the Station 31 hot water circulating pumps, and the overhead doors were found to be missing support. At Station 34 she is overseeing heat pump repairs, siding and window replacements, connecting to City water, and the roof repairs.

BC Nunes has determined the Station 34 heat pump needs replaced. It will cost \$160,000. Station 34 needs a new roof soon, the pond area must be filled in, aging appliances need replaced. Generator Station 32.SCBA

Agenda Item #9 – Union Address the Board

Michael Perkins, Union Secretary standing in for President Jason Carroll shared some Union concerns and their beliefs.

- While appreciating the efforts of the leadership team, they believe the problems go beyond bargaining issues. Recruitment and retention issues can create organizational risk. The Union claimed 28 staff have left without an exit interview.

- We have fewer staff despite increasing call volume.
- Wages are considered lower than other agencies, so suggested seeking alternative options that don't only include compensation.
- Staff have additional duties, including inspections.
- Medical duties are assigned with little rotation off.
- There is difficulty finding new hires.
- Without meaningful change the Union is concerned but agrees it will take a shared commitment to change.

Lt Perkins stated his goal wasn't to discuss the contract despite his references to negotiation discussions. The Union wanted to place emphasis on the topics.

Board President Taylor asked for suggestions on how to fix the salaries, or suggestions to retain employees. The Union sees the challenge and has suggested some alternatives in the negotiation discussions.

Vice President White shared the Board's concern. He suggested looking into an ambulance district as an option.

Member Boren reported finding the same issues up north and across the state.

Agenda Item #10 – Volunteers Address the Board

There were no volunteers present to address the board.

Agenda Item #11 – Strengths and Weaknesses, External Opportunities, and Threats

Division Chief Fitzwater opened the SWOT analysis discussion revealing a summarized version of the employee discussions.

- Strengths were gathered from staff and lined up similarly to the Board input. It includes our staff, our training program, our relationships with mutual aid partners as the top three.
- Weaknesses were then summarized. The budget challenges, including lack of revenue, which means less money for staffing and other expenses. Less staffing means burnout. Historical knowledge from exiting staff creates added challenges.
- Opportunities discussed included upcoming grants and a possible levy.
- The identified threats included a growing community and thus increasing call volume, enterprise zones delay tax revenue, Medicare and Medicaid 30% reimbursement rates, and the hospital merger. We hope the merger will improve things, but it could mean a shift in the distance traveled to facilities. Legislative changes can have a negative impact, such as Paid Leave Oregon.

Agenda Item #12 – Goal Discussion and Setting

Fire Chief Tacy hopes value was found from the staff's presentations and explanation of duties. Goal setting is next.

- LFD's Standards of Coverage are outdated. He would like to see LFD start updating it. The work should involve the Board, staff, volunteers, and community members with a 2-month deadline.
- Member Herb suggested a 1, 3, and 5-year plan that should be updated annually.

- VP White asked how long we can wait for a levy. More data is needed.
- Chief Tacy introduced a topic - How many staff can our budget support and maintain ambulance service? Providing too few is a disservice to our community.
- Responding to VP White's suggestion of an ambulance district, he stated that it has to come from community with a petition and that takes time.
- Member Herb believes the levy was too close to the bond. We need more data before moving forward with another levy. He suggested planning politics and strategy. Chief Tacy recently sat in on a class that Linn Loomis taught. Bringing in someone [her] is a cost after the initial discussion. Chief Tacy will talk to her to see if she'd be interested and bring results to next meeting.

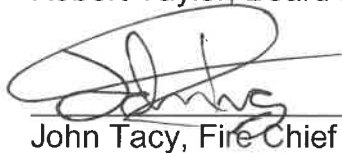
OTHER AGENDA ITEMS

There were no other agenda items.

ADJOURN WORK SESSION AT 5:23 pm.



Robert Taylor, Board President



John Tacy, Fire Chief