

HOODLAND FIRE DISTRICT #74
BOARD WORK SESSION MEETING MINUTES
OCTOBER 29, 2024

Board Members: Nora Gambee, Cliff Fortune, John Drake, Mary Ellen Fitzgerald, and Terry Niedermeyer. Five voting members in attendance.

Staff and Volunteers: Jim Price; Fire Chief, Brian Henrichs; Division Chief, and Kelli Ewing; Office Administrator

1. Call to Order: By Nora Gambee at 7:00 PM

2. Roll Call

3. Pledge of Allegiance: Led by Cliff Fortune

4. Persons to be Heard. None

5. Unfinished Business

6. New Business

A. Results of Special Districts Board Practices Assessment

i. Overall, the results were positive, though there are areas for improvement. It was encouraging to see everyone actively participate in the discussion. The progress made in the District over the past few years is commendable.

B. Review 2020 Strategic Plan

i. Strategic Goal 1: Financial Planning

a. This is ongoing, and projections need to be updated every year.

b. 3-year projections are more accurate than 5-year.

c. Apparatus Replacement Plan needs updating

d. Ask staff and/or volunteers if they would be interested in researching and learning to write grants.

ii. Strategic Goal 2: Improve Communications – Internal and External

- a. Communications with the residents need to be improved during power outages.
- b. Survey volunteers on how communication can be improved.
- c. Translate documents into Spanish for the community.
- d. Considering online calendar options.
- e. Survey volunteers on why they are not coming to events.
- f. Utilize CERT to put information on sandwich boards around the community during power outages.

iii. Strategic Goal 3: Provide for consistent and reliable response from all fire stations.

- a. Living quarters at Station 351 – Will be accomplished if Bond is passed for the New Station.
- b. Provide for consistent on-shift volunteer firefighter participation.
- c. Volunteers responding from Brightwood Station is an ongoing challenge.

iv. Strategic Goal 4: Develop volunteer recruitment and retention program

- a. Volunteers currently receive compensation, at no more than 20% of career staff pay, when covering shifts of paid staff. When volunteers work four or more hours, they earn points which are converted quarterly into a dollar amount and matched 50% into a LOSAP account.
- b. Determine staffing levels for in-district and on-shift volunteer firefighters.
- c. Develop and implement volunteer officer/leader goals and qualifications, along with programs to achieve these objectives.

- d. Develop and implement targeted recruitment programs.
Would like to encourage volunteers from Government Camp
 - e. Develop and implement volunteer and career staff recognition and awards programs.
- v. Strategic Goal 5: Develop and improve community outreach programs
 - a. Develop and implement in-house public relations events
 - b. Community First Aid and CPR classes were halted due to increased Overtime for Staff
- vi. Strategic Goal 6: Develop a comprehensive fire prevention and risk reduction program
 - a. Develop and implement a program to create Pre-Fire Plans for target hazards
 - b. Develop and implement a company inspection program
 - c. Develop and implement a fire hydrant maintenance and flow testing program.
 - d. Send a letter to businesses prior to fire inspections, outlining common fire hazards to allow them time to address potential issues. Could provide them a form so they could do a pre-self-inspection.
- vii. Strategic Goal 7: Update and create needed policies and procedures and operational SOGs
 - a. Ongoing process and Policies and SOGs need to be reviewed yearly. Develop a schedule to review the Policies and SOGS.
- viii. Strategic Goal 8: Develop and implement a comprehensive training program
 - a. In progress – going well.

ix. Strategic Goal 9: Create/Update a standard of cover

a. Needed update. This document is “truth in advertising” and will outline the capabilities of the fire district with the current budget restrictions.

x. Strategic Goal 10: Develop and implement a comprehensive safety program

a. The safety program has improved, with monthly safety meetings and quarterly station inspections. All items were addressed from the voluntary OSHA inspection.

b. Incident Safety Officer is usually provided by Clackamas Fire District #1 for large scale events.

xi. Strategic Goal 11: Develop a fire board calendar of events

a. This has been successfully developed and is updated annually.

C. Strategic Plan Update Process

i. Chief's Recommendations

a. Continue to stabilize the budget; recommend not borrowing outside of GO bond. Implement a three-year budget forecasting with annual updates.

b. Capital equipment improvements will be continued with the capital replacement plan, funded by unanticipated revenues.

c. Improve Career and Volunteer Staffing. The goal is to always have three to five personnel per shift. Eventually having nine career line staff, one to two students, and one volunteer as well as ensuring consistent staffing at the Government Camp station.

d. Facilities maintenance plan. Continue maintenance and upkeep of Brightwood and Government Camp Stations. GO bond for new main station.

e. SOG/Policy review and update. Conduct regular reviews and updates of SOG's and policies every one to three years.

f. Officer and employee development. Encourage Lieutenants to pursue FO2 and Firefighters to obtain FF2 and pursue FO1 for career advancement. Enhance mentoring for potential officers among volunteers and conduct evaluations. It would also be beneficial for HFD to have a live fire training facility.

g. Continue and expand community Firewise and fire safety efforts. This includes HWY 26 partnership, fuels reduction efforts, public education, company inspections and pre-fire plans.

h. Continue to work on improving external and internal communications. Internal and community newsletters, Board lunches, Mountain Times, social media, and community events.

ii. Next Steps

a. The need to update and consolidate the strategic plan was discussed, highlighting the excessive number of tasks assigned to staff and the importance of fostering a stronger volunteer culture.

b. Schedule another Board Work Session on December 3, 2024 at 7 PM to gather input from the member representatives.

c. Emails will be sent out to invite representatives from various groups/staff across the District to come to the Work Session to provide their input.

d. Conduct another Vital Signs assessment/survey

7. Executive Session. None

8. Other New Business

A. Reader Board – Slow the time down, keep it simple, and make it less busy.

B. Organizational Chart – Needs updated.

C. Discussion on Fire District Boundaries in Government Camp.

9. Adjournment

MOTION MADE: By Terry Niedermeyer to adjourn Board of Directors Work Session.

2ND: By John Drake

ADJOURNMENT: By Nora Gambee at 8:54 PM

Respectfully Submitted,

Kelli Ewing

Kelli Ewing, Office Administrator

Notes Type By: Christi Harris, Administrative Assistant