

2021 ANNUAL REPORT



GLADSTONE FIRE

FIREFIGHTING

INCIDENT
MANAGEMENT

RESCUE

EMERGENCY MEDICAL
SERVICES (EMS)

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MESSAGE FROM THE CHIEF

2020 was a challenging year for emergency services and 2021 continued this trend with difficult response conditions in and around Gladstone. Severe weather included a crippling ice storm & record breaking heat wave and COVID impacts that included a significant number of critical COVID related 911 calls. We also supported the Gladstone Police Department with response planning and medical support for demonstrations in the city. The year concluded with a record number of emergency responses by Gladstone firefighters.



Fire Chief Rick Huffman

This is a good time to talk about the challenges the fire department is facing. As we move forward, we must address needed changes that will secure emergency services in Gladstone.

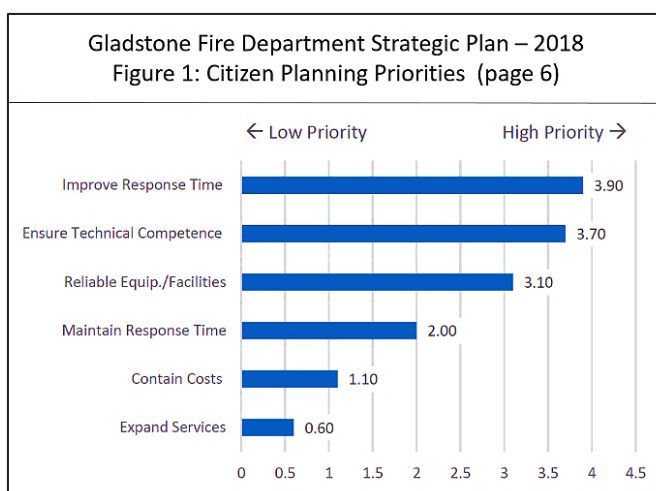
Adjusting to current conditions

Needed changes to the Gladstone Fire Department were first formally documented in the 2010 Organizational & Management Evaluation. Recommendations were made to enhance the management structure and meet response standards. A benchmark recommendation referenced in this evaluation, was to hire a full time fire chief.

In 2016, the first full time fire chief was hired to evaluate, manage and adapt the fire department to current and future conditions. In 2017 three full-time supervisors (fire captains) were hired to improve service delivery. Shortly thereafter, an additional captain was hired to allow dedicated support of EMS and training programs within the department. These captain positions were initially supported by a FEMA grant and then adopted into the city budget.

In late 2017, a community forum was held at the Gladstone City Hall. This forum was comprised of community members that represented businesses, service organizations, recipients of Gladstone fire services and long standing residents. The graph to the right illustrates the identified community priorities.

In 2019 when I became your fire chief, one of my first realizations was that as a city our size, we cannot do everything. To ensure technical competence, the department focused on being qualified for the most common emergencies that occur in Gladstone. Supported by response data, this included emergency medical skills and proficiency at house fires, surface water rescue and car accidents. Other supporting actions were to surplus our ladder truck and end our dive team operations. After considering the risk, training impacts, cost and availability of the service, these seldom used procedures and equipment were ended. Additionally, to improve response times, administrative offices were moved out of the fire station to prepare for the addition of crew sleeping quarters (to allow for 24 hour staffing).



In early 2020, when we entered pandemic conditions, I halted the on-call/volunteer type deployment (to avoid mass exposure that could shut us down). I initiated three-person staffing 24/7 with one full-time captain and two part-time/on-call firefighters and only initiated a call back of off-duty personnel during significant emergencies. This model has worked, has improved response times and increased interoperability with neighboring fire departments. However, it cannot be sustained with part-time/on-call firefighters. Recruitment and retention challenges are the primary cause for this lack of sustainability. Recruitment of individuals who can pass the rigorous entrance requirements¹ has been difficult. The individuals that do successfully pass the application, onboarding and initial training requirements are exceptional employees, but retaining these qualified personnel as part-time employees is equally difficult due to their quest to seek full-time employment with other fire departments.

Moving Forward:

Providing the best level of emergency services for the best value to the taxpayer of Gladstone is my primary goal as your Fire Chief.

With that in mind, I presented an update on Fire & Emergency Services within Gladstone to the City Council during a workshop on September 28th, 2021. After a productive discussion, the City Council approved my recommendation to investigate contracting for fire and emergency services from Clackamas Fire District #1. In addition to this direction, the condition of a “cost neutral” contract was given.

On February 22, 2022, a Gladstone City Council Special Session is scheduled to share information regarding a contract for services from Clackamas Fire vs. other options and discuss what level of emergency services the citizens of Gladstone will receive when they call 911. The public is encouraged to attend this virtual session.

I hope the information provided in this report increases your understanding of the services provided by fire departments. Consider this when asked what you want when you call 911 in Gladstone!

Be aware, be ready and be informed!

Sincerely,



Rick Huffman, Fire Chief
City of Gladstone, Oregon

¹ Written knowledge testing, psychological screening, physical ability assessment, drug screening, a wide-ranging background check and a comprehensive NFPA medical physical.

FIRE SERVICES IN GLADSTONE

As stated in the “Message from the Fire Chief”, the Fire Department provides a variety of emergency services that are much more than firefighting.

A brief review of the history of Gladstone Fire is valuable to paint a picture of how emergency services evolved and what is needed to provide services today.

The Past

Fire protection in Gladstone began in 1911 and was loosely organized and entirely voluntary. The lack of a formal organization came to a head after the destruction of the Mayor’s house by fire and shortly thereafter, in 1928, the Gladstone Volunteer Fire Department was organized. To alert firefighters of emergencies, an air raid siren was purchased in 1933 and when activated, firefighters would assemble at the fire station and respond to the scene. Through the next decade the need for fire hose, pumps, the transition from horse drawn fire apparatus to motorized vehicles and the installation of fire hydrants were addressed.

In 1941, a new City Hall was erected that included the fire station and for a time, the

emergency dispatch center. The fire station has remained in or adjacent to the original building ever since and remains operational today. Later, stipends and wages were provided to Gladstone firefighters changing them from volunteers to paid “on-call” firefighters. That said, the “volunteer” commitment and desire continued.



The Present

Many changes were experienced over the decades in the Gladstone Fire Department and in the nations fire & emergency services. These changes were influenced by regional infrastructure improvements, technology, changes in social services, medicine and war & terrorism. The freeway and highway systems along with car and truck technology influenced not only traffic accidents with injuries, but fires in vehicles and the hazardous materials they carry. Towards the end of the 20th century, delivering emergency medicine was adopted in the fire service and the response to non-emergency community needs was a result of an overburdened social services. Finally, war and terrorism impacted the responsibilities and capabilities of the fire service as first responders adapted to the terrorist attacks of 2001 and violence within the U.S. These examples may seem beyond the small town of Gladstone, but are real as we are part of a larger system within the Portland metro region, the county and the state.

Technology and new standards play a big role in emergency services. The following is a detailed review of what happens when someone calls 911 and how emergency services are delivered to you.

911 & Dispatch Services

When a person calls 911, it sets in motion a series of events that utilize highly trained emergency dispatchers to process the 911 call. Dispatchers talk to the caller and obtain vital information to send the appropriate first responders. Response vehicles are tracked on GPS maps to support sending the closest needed resource. At the same time, they can give the caller instructions that may include emergency first aid and directions that can increase their safety before responders arrive. It could be said that emergency dispatchers are a blend of data entry specialists, air traffic controllers, medical receptionists, crisis counselors, investigators and more. These skills combined with the use of computer aided dispatching (CAD) and sophisticated communications equipment allow for quick response by fire departments. In addition, call information is captured for later use by responders for incident records.

911 dispatch is a system that is outside of Gladstone but is vital to the fire department and the community.

Gladstone fire department leadership is actively involved in executive committees for dispatch services provided by Clackamas County 911 and are also involved in executive team meetings for the region-wide radio system. Involvement in these groups allows for deployment updates, new procedures and incident review. It also increases understanding and interoperability between neighboring fire departments, law enforcement and ambulance services. 911 Dispatch also coordinates needed support from agencies like Public Works, PGE, Red Cross, etc.

Initial Emergency Response in Gladstone

When a dispatcher receives a 911 call, a signal is sent to the Gladstone Fire Station that activates the alert system in the station and on radios, pagers and smart phone apps. Note: The siren described earlier was decommissioned in 2020 due to these new technologies. Once alerted, firefighters respond to the scene. Currently, depending on staffing, the response may

911 Dispatcher



Picture provided by Clackamas County Communications Center.

FAQ

Why does a fire engine show-up when I called for an ambulance?

Many 911 calls are categorized as medical emergencies, this requires a response from the closest fire apparatus and an ambulance (depending on the triage process at dispatch). This is due to a limited number of ambulances in the county and typically, fire stations and crews are closer than ambulances. In addition, all firefighters are emergency medical technicians and most other departments require that a paramedic be on duty. Many of these medical emergencies require more responders than just one ambulance to provide the appropriate level of care. A fire engine is typically used because of limited staffing and a fire engine contains firefighting, rescue gear & emergency medical equipment and can respond to all calls.

be two firefighters in a rescue squad or at least three firefighters in a fire engine. An ambulance and additional fire departments are typically part of any medium or high risk deployments.

Deployments

How do we decide what is deployed to a 911 call? The simple answer is we decide in advance and code that requirement into the computer aided dispatch system. The complicated answer is the specifics of the emergency, variations in staffing, equipment, GPS location, along with other concurrent emergencies all impact deployments. A safety net to this complicated deployment coverage is called mutual aid. Mutual aid is an agreement between fire departments to help each other in time of need (law enforcement also uses similar agreements). For more information, see “Fire Departments Helping Fire Departments” in the Support Section.

How many responders should respond to individual types of emergencies to perform effectively? This varies depending on the type of incident. Examples of different types of emergencies include: a car fire vs. a house fire, a cardiac arrest vs. a broken finger, a car accident on a residential street vs. a semi-truck accident on the freeway with someone trapped in the wreckage. All of these require different numbers of personnel and resources depending on the risk level (see figure below).

Incident Type	Maximum Risk	High Risk	Moderate Risk	Low Risk
Non-structure fire	15	9	6	4
Structure Fire	41	23	15	8
EMS, no entrapment	32	16	7	5
EMS, entrapment	36	22	11	7
Water Rescue	48	35	24	11
Hazardous Materials	46	35	18	13
Minimum Staffing Levels by Risk & Incident Type Taken from the 2017 Community Risk Assessment: Standards of Cover Staffing Levels, Figure 58, page 86.				

The standard initial deployment from a fire station in the metro, urban and suburban area includes having a full time crew on a fire engine 24/7/365 for immediate response to medical emergencies, fires, rescues and many other hazardous situations. A crew is typically staffed with a minimum of a supervisor (Captain), and at least two other firefighters (one that is qualified to drive and operate the fire engine). These local deployment requirements are referenced by the “standards of cover” documents for each fire department and referenced in state and national standards². Another minimum staffing standard within the metro area (and the majority of Clackamas County) is that one of the firefighter’s is a paramedic. Paramedics provide advanced life support as part of emergency medical services (EMS) and is a vital link in the chain of survival for many critical illnesses and traumatic injuries.

² ORS 259-009-0005 (16), National Fire Protection Association (NFPA) standards 1500, 1710 and 1720.

FAQ

Why are there other fire departments in our city during emergencies, can't we take care of ourselves?

Most jurisdictions work together to provide the closest and appropriate number of responders to manage the incident while still providing coverage in other areas of their city, district or zone. This frequently results in one or more fire departments being at the same incident. Typically, only very large fire departments can respond to incidents with only their own resources. Even in these departments, they can be overwhelmed or out of position and need help from neighboring fire departments.

Current Conditions in Gladstone

Gladstone cannot consistently provide the same level of life-saving EMS care, firefighting and rescue response as the fire departments that surround us. Why is that?

Historically, the city of Gladstone proudly provided emergency response with part-time/on-call firefighters and responded to 911 calls with a volunteer type deployment model. With this model, the fire station is not staffed 24/7 and when 911 is called, an alert is sent to firefighters that are at home or at work. The firefighters that are available, drive to the fire station and when enough personnel arrive, a fire engine or rescue squad is then taken to the emergency. This takes more time than having a full time crew available at all hours, but can work when you have enough qualified personnel in town (or close by) and response times are not critical. The Gladstone Fire Department operated for many decades with this deployment model. What has changed? Increasing calls for service (including emergency medical services), demand for fast response times, expanded firefighter standards, along with decreasing recruitment and retention are the some of the changes. In addition, the emergency response system around us has outpaced our capabilities.

Demand for services in Gladstone have increased, including higher levels of emergency medical care, expanded firefighting capabilities and specialized rescue services. While these services are essential, inconsistent staffing and capabilities jeopardizes our ability to deliver them. Additionally, the burden on fire department management and administration is challenging.

The Future

The need for emergency response during extreme weather, disasters, pandemics and other social impacts is expected to continue. Fire Departments must collaborate to meet this demand, while being mindful of the financial burden on each agency.

Even with these challenges, the firefighters of Gladstone are committed and enjoy serving the community while the command staff and city leadership investigates options for continued service. These options will determine what happens when you call 911 for emergency services.

GLADSTONE DEMOGRAPHICS

Gladstone is located in Clackamas County, southeast of Portland and north of Oregon City. The city is on the north bank of the Clackamas River at its confluence with the Willamette River.

Gladstone became an incorporated city on January 10, 1911 and by 1920, Gladstone had reached a population of 1,069. In 1950, Gladstone's citizens had more than doubled since its beginning.

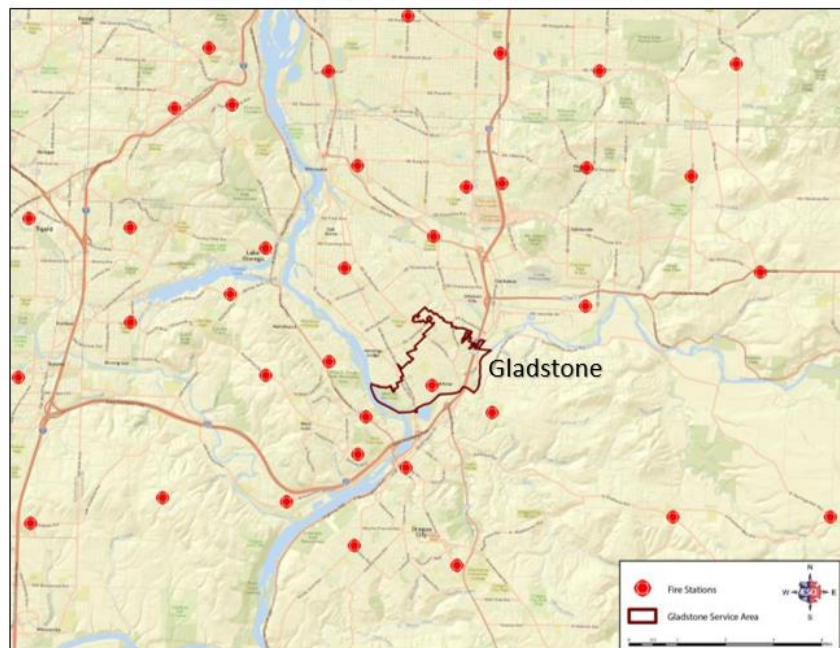
By the year 2000, over 10,000 residents populated Gladstone, and today is home to over 12,000 residents. With the city limits covering 2.4 square miles, the population density is high, at over 5,000 people per square mile.

The Gladstone fire station is located on the corner of Portland Avenue and Exeter Street. This location provides quick response to the city, Interstate 205, Highway 99E and the surrounding rivers.

Surrounding fire stations

The Gladstone city boundaries lie completely within an eight-minute travel distance of 11 other fire stations. Additionally, the northern tip of Gladstone is within an eight-minute range of 13 fire stations and the western tip is within the same reach of 15 fire stations.

Surrounding Fire Station Locations



Reference: Gladstone Fire Department, Oregon
 Community Risk Assessment: Standards of Cover 2017
 Figure 54, Page 78

LOSS PREVENTION

After the retirement of Gladstone's Fire Marshal Mike Funk on January 29th, 2021, an intergovernmental agreement with Clackamas Fire Marshal's office was agreed upon to provide fire & life safety code inspections, engineering and enforcement services to Gladstone. In addition, an agreement was made to provide fire investigation services when needed.

In 2021 Clackamas County Fire District #1's Fire Marshal Office provided:

- 81 fire inspections were performed
- 89 re-inspections were completed.
- 5 fire investigations were performed.

A message from Shawn Olson, Clackamas Fire Marshal:

"I want to personally say that it is a privilege to serve this community once again. I was a volunteer firefighter for 12 years with Gladstone Fire Department (GFD). The Fire Marshal's Office (FMO) staff have worked side-by-side with GFD staff during business occupancy inspections and fire apparatus access and water supply plan review. In 2022, FMO staff are assigned 122 business occupancy inspections throughout the Gladstone community".



Fire Marshal Shawn Olson
Clackamas Fire District #1



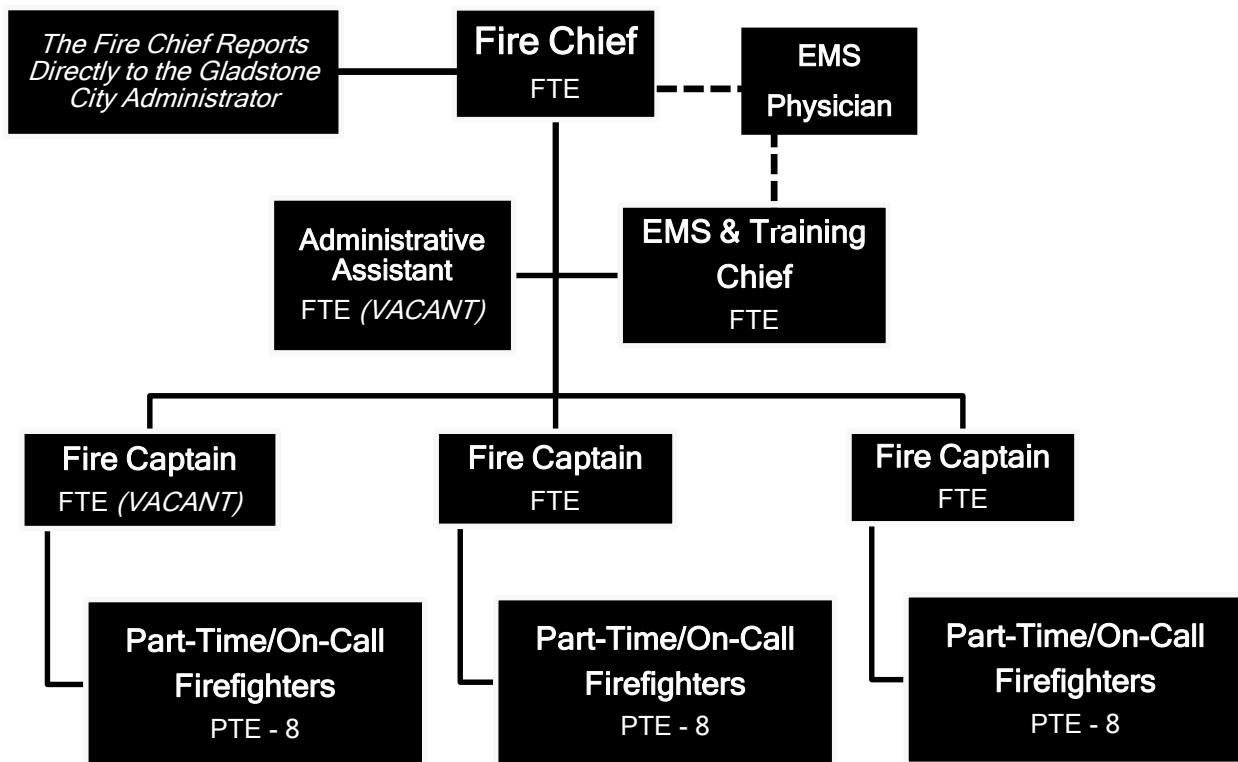
CLACKAMAS FIRE DISTRICT #1
FIRE MARSHAL'S OFFICE

*"To protect and preserve life and property through
education, engineering and enforcement."*

ADMINISTRATION

Management, Finance, Logistics, Safety & Wellness

Administration of the fire department is similar to many businesses and governmental management practices. The Fire Chief is responsible for all aspects of the Fire Department. Personnel are the vital human capital and are reflected in the organizational responsibility chart below.



EMS PHYSICIAN

The fire department has a Doctor? Yes! To provide emergency medical services, a fire department must have physician's oversight. The Gladstone Fire Department physician has the ultimate responsibility to provide management, supervision, and guidance for all aspects of our EMS delivery in an effort to assure its quality of care. Regulation for EMS and EMS physicians is provided under ORS 682.025 and ORS 677.100 along with EMS oversight provided by the Oregon Health Authority and Clackamas County Public Health Division.

Our EMS Medical Director is Dr. Marc Houston, and he provides medical oversight in the following areas:

- EMS patient advocate for the community of Gladstone.
- Initial and ongoing education
- Protocol development
- Chart review
- Data collection and review

Dr. Houston is our focal point for medical leadership and is our liaison with the medical community.

The following is a message from our **EMS Medical Director, Dr. Marc Houston**:

To the constituents of Gladstone

I have been proud to serve as EMS Medical Director for Gladstone Fire Department for over ten years working with the firefighters, EMTs and Paramedics serving your community. There have been many changes I have witnessed over my years working with the department with many faces who have come and gone. Each of the men and women who serve and have served this community have done so with a steadfast commitment and concern to your health and safety. Gladstone Fire Department as with many fire departments in Oregon and across the United States serve many functions providing help, resources and manpower for fires, disasters local, state and nationwide as well as performing a unique and essential component of the EMS system tending to sick and injured patients in time of need. When most people think of EMS, they think of ambulances and the lifesaving care and treatment the EMTs and paramedics provide in the back of their emergency vehicles. What most individuals are unaware of is that the personnel of Gladstone Fire provide the same level of care, experience and lifesaving treatment and interventions provided by the ambulance crews and are usually arriving to your homes with those necessary skills and education far sooner than can be provided by the ambulance-based crews delivering babies, rescuing car accident victims, treating strokes and heart attacks to mention a few.

Involving fire departments in EMS and medical care is not a new strategy. Many decades ago, enlightened individuals realized the untapped potential and manpower of fire personnel as well as geographic locations of fire departments specifically located in communities so they could respond rapidly to active fires and other emergencies in their area efficiently and swiftly to rescue victims and limit damage to structures and dwellings. It is for both the location and manpower that fire departments were felt to be the best solution for providing necessary out of hospital, on site medical and trauma care. The marriage of fire and EMS is not one of convenience but one of necessity. The EMS care provided by Gladstone Fire and other departments around the United States is an essential factor in the chain of survival for individuals and the communities they serve alongside ambulance EMS and our law enforcement colleagues. Not only does the department provide care for your community but they also are part of an integral, complex network of fire and EMS agencies locally that protect the lives of people living in the surrounding areas helping to provide fire and EMS responses for other agencies who may not be able to adequately respond as their agency is already overwhelmed due to a fire or other emergency themselves. Fire Departments, Ambulance EMS agencies and Medical Directors throughout the area have worked tirelessly over the years to build and maintain these relationships while providing the necessary equipment, education and standardization of fire and EMS protocols and education throughout multiple counties in the Portland area as well as other areas of Oregon and Washington State.

Dr. Marc Houston

Staffing

Vacancies currently exist for one full time employee (FTE) Fire Captain, one FTE Administrative Assistant and of 24 PTE that are budgeted, only 12 part-time/on-call firefighter positions are filled. The vacant Fire Captain position is being filled by the EMS & Training Chief, causing a strain on administration of the training and EMS programs.

Administrative help has been assisted by a job sharing agreement with Clackamas Fire Marshal's office. Recruitment has been difficult

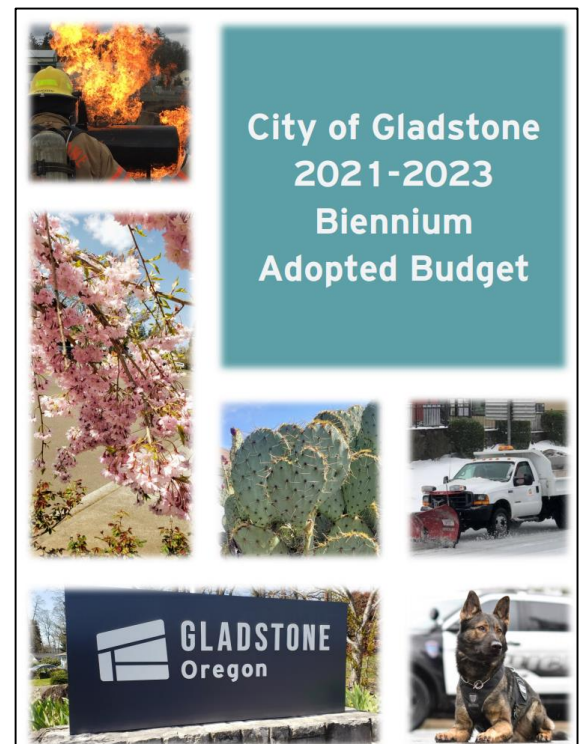
for the part-time positions and full time vacant positions are on hold until long-term decisions on service level and funding can be made.



Within the part-time employee (PTE) firefighter positions, there resides the need for individual firefighters to be qualified to drive the fire engine and operate fire pump. This training and qualification process can take months and typically requires a minimum of two years' experience as a firefighter. There are multiple vacancies for this qualification and the need to fill these positions is important to maintain response capability. Additionally, further qualifications to function as the supervisor, if the Fire Captain is unable to work due to sick leave, injury or vacation, is also vital for staffing. We currently only have one PTE firefighter qualified to fill the role of Captain and he is not frequently available due to full time employment commitments outside of Gladstone.

Budget

The Gladstone Fire Department is funded by the City of Gladstone General Fund and a Fire & Emergency Services Levy Fund. The adopted budget for 2021 - 2023 Biennium includes \$3,765,854.00 from the General Fund and \$913,536.00 from the Fire & Emergency Services Levy fund. This combined funding includes Personnel Services, Materials & Services, Capital Outlay and Levy Contingency funds. The total Fire Department Budget for the 2021-2023 Biennium is \$4,679,390.00. The Fire Department is operating within budget moving into 2022. A detailed financial report is posted on the City of Gladstone website.



Logistics

Until mid-2021, logistical services were managed by PTE Deputy Chief Randy Hopperstad, who has since retired. Fire department logistics are now managed with a combined effort between the Fire Chief, the EMS & Training Chief, the Fire Captains and an intergovernmental agreement with Clackamas Fire for Fleet maintenance services. Information Technology and related support services are provided by the City of Gladstone.

A significant effort in logistics was the specification and purchase of a new fire engine in December 2019, but with COVID delays, we did not take possession of the new fire Engine until March 2021. This fire engine brings the latest technology and capabilities to Gladstone and will last for many years.



Safety and wellness

Safety equipment is an ever present need in the fire service. At a minimum, firefighters have approximately \$5,000 of personal protective equipment (PPE) issued to them. This includes structural firefighting coats, pants, gloves, helmets and self-contained breathing apparatus masks. Also included are wildland firefighter protective coats, pants, helmets, goggles and gloves. Medical protective gear includes respirator masks, eye protection and exam gloves.

Not included in this cost is water rescue protective equipment that is issued to qualified personnel. This includes a full body dry suit, rescue life jacket (PFD), helmet, and other swim gear. This adds approximately \$1,500 to the individual issue PPE cost.

All protective gear needs maintenance and structural firefighting gear is sent to a professional cleaning service after emergencies for decontaminate to remove carcinogens, body fluids and other harmful substances.



The pandemic has increased the use of medical protective equipment and fortunately we were able to recover costs in 2021 for some of this equipment through federal funding.

The physical wellness of firefighters is a priority. Firefighters regularly workout in the fire station with provided fitness equipment. This is important as the previously mentioned protective equipment can be heavy and very strenuous to function in. As an example the structural firefighting protective ensemble listed above also includes a self-contained breathing apparatus (approximately \$4,000 each) and when all of it is worn by a firefighter it weighs approximately

70 to 80 pounds. Physical fitness helps increase endurance when wearing this gear under extreme conditions.

Another form of wellness is mental fitness. This profession is normally stressful but under the pandemic and extreme conditions we have had over the past two years, firefighters have experienced an increase in critical medical responses, fatalities, fires, severe weather and long shifts away from family. Peer support and mental wellness checks are routine, but we are fortunate to have Fire Chaplains that provide a personal level of care that is appreciated and very valuable.

Following is a message from Gladstone Fire Department's Chaplain Brian Early:



Brian Early, Fire & Police Chaplain

It is a great honor for Kevin Smith and me to serve our Fire and Police Departments as their chaplains. We take seriously the responsibility that comes with being involved with these departments that are a vital part of our community. Kevin serves as the primary chaplain for the Police Department, and I serve as the primary chaplain for the Fire Department. But together we embrace both departments with passion.

As fire chaplains, we are available at any time of day or night to respond to callouts that relate to tragedies in our community.

We provide emotional, physical, and spiritual assistance, if the fire department personnel feel our presence at a scene can help community members in their trauma and crisis. We are also available for follow-up after a tragedy to ensure community members know they are cared for.

As chaplains, we are also available to the Fire Department staff. The rigors of their ongoing duties, witnessing a traumatic event, and other challenges they face on and off the job often place them in a position of needing someone to connect with for assistance. We are clinically trained in crisis intervention, but we also seek to be a friend with an ear and someone who cares. One of our great privileges is just "being there" for the department. Much of the time we spend being a chaplain is simply visiting the station and hanging out with those on duty. We sometimes are able to connect off-duty as well. I count it a great honor to be considered a "friend" to some of our department staff.

Also, during major emergencies Gladstone has faced (such as the fires of 2020, the ice storm in February 2021 and times of excessive heat and cold), we have been a liaison with local churches in our community. Their resources of building and manpower have been partnered with the city to give needed relief when these emergencies occur.

Thank you for allowing Kevin and me to be your chaplains. It is a tremendous joy to be counted in the service to our wonderful community!

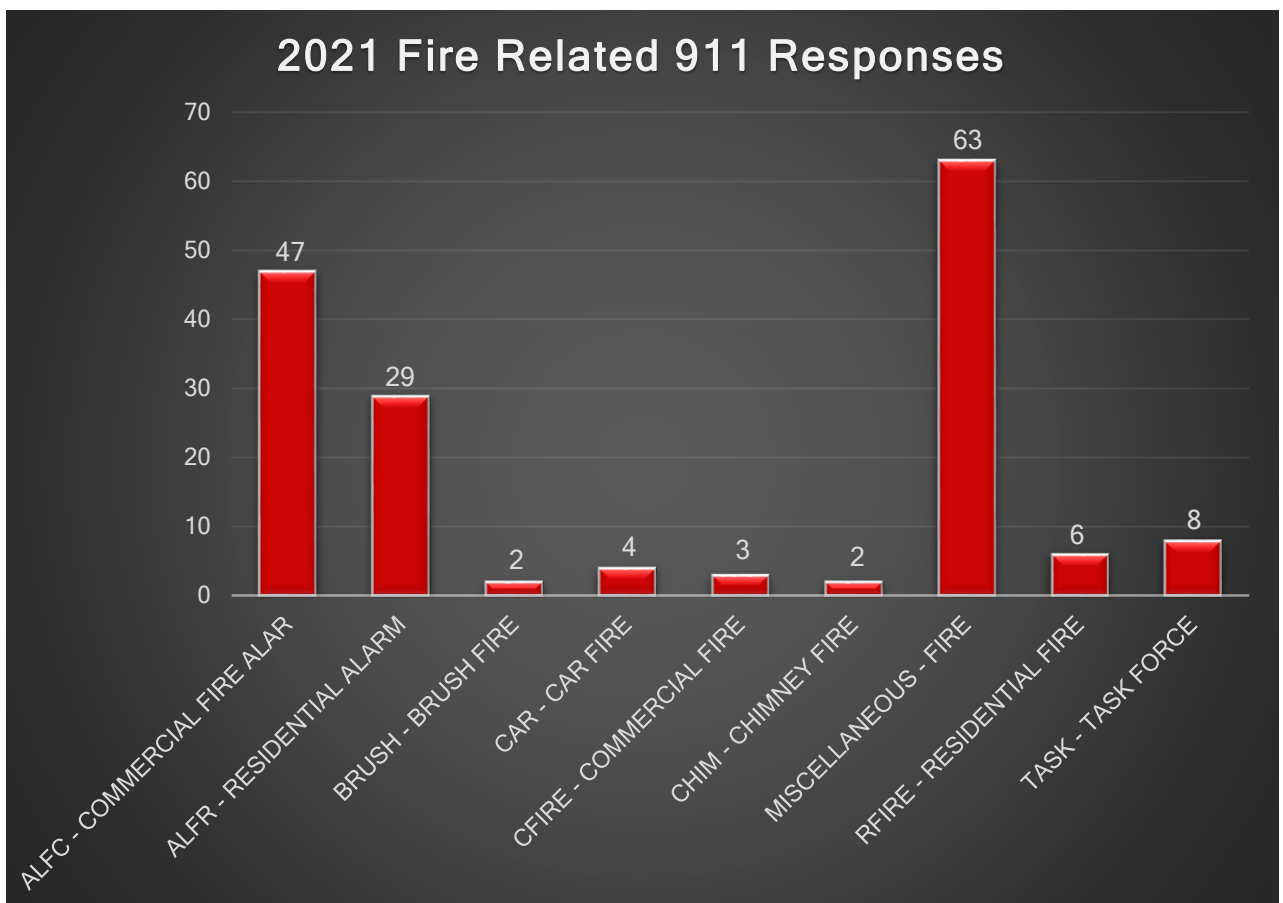
Brian Early



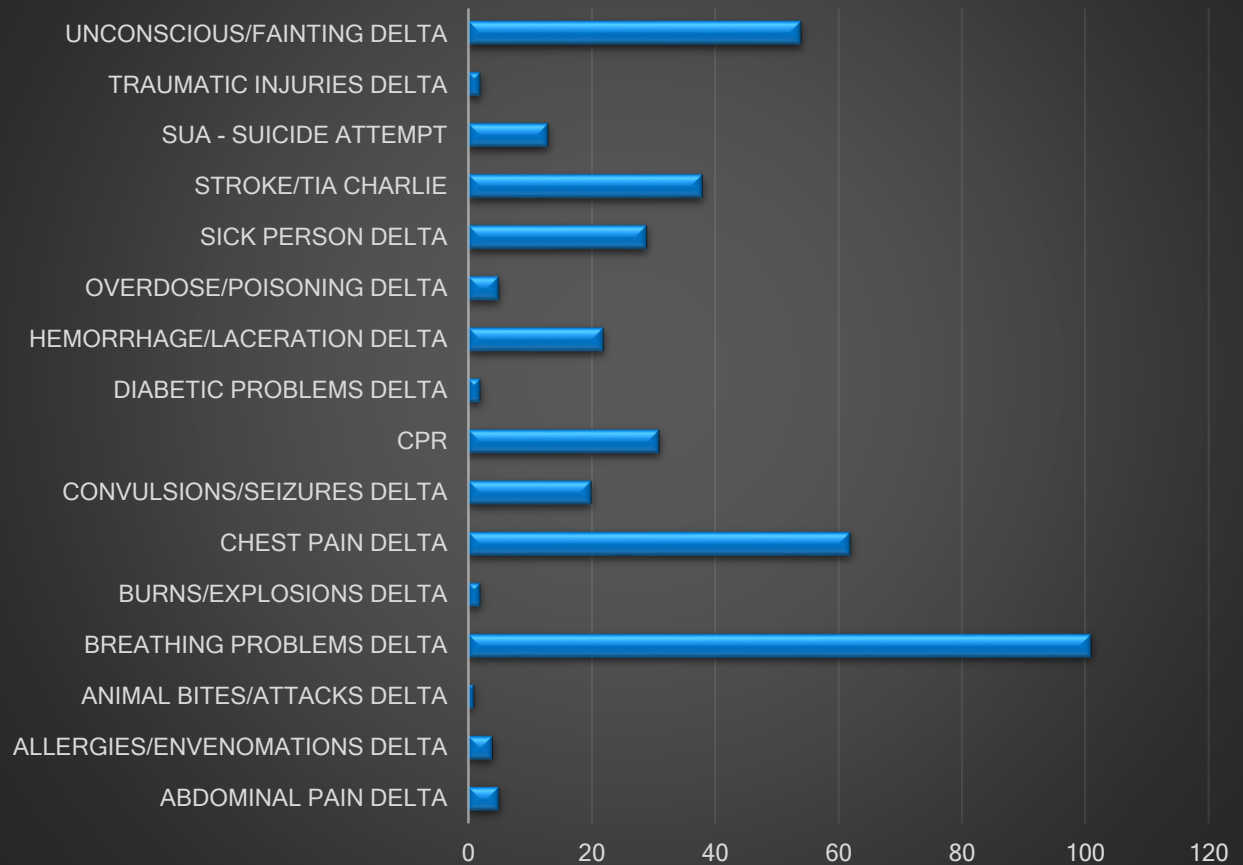
DATA



The Oregon State Fire Marshal's Office recorded a total of 1,724 incidents in the City of Gladstone in 2021. The following is a breakdown from data received from AMR and C-COM 911 Dispatch:

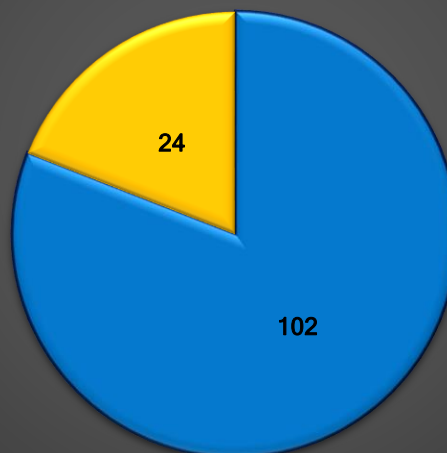


2021 Snapshot of Critical EMS Responses in Gladstone



Code 3 Transport to Hospital

*Code 3 (Lights & Siren) Ambulance Transport to Hospital Typically Requires at Least One Firefighter to Ride Along and Assist Paramedic.



■ Code 3 Transport to Hospital* ■ CPR transported to Hospital

SUPPORT

Police, Public Works, AMR River Lifeguards & Mutual-Aid

Emergency response is a cooperative effort between many agencies. The Gladstone Fire Department is supported by many agencies including AMR Ambulance, neighboring fire departments, law enforcement, PGE, Northwest Natural Gas, tow companies and more, but the primary support in Gladstone is the partnership we have with the following agencies:

Gladstone Police Department

The Gladstone Police Department led by Police Chief John Schmerber, is the protective force that we rely on for firefighter safety at violent incidents. An increasing number of firefighters have been assaulted and killed nationwide. Working and training with Police improves our safety.



In 2021 the Gladstone Fire Department worked with Police leadership to provide EMS and officer care as needed during demonstrations and protests in the city. These joint operations are led by Police but collaborative planning and command functions are needed if unfortunate conditions happen.

Fire Department EMS Chief and certified Paramedic, Tighe Vroman assists Gladstone Police in many areas of medical training that includes personal protective equipment, emergency trauma care and drug overdose administration of Narcan. Due to pandemic conditions, Chief Vroman also provided COVID vaccinations to the Police Force.

Another partnership with Police is for code enforcement and fire investigation with Gladstone Fire command officers and the Clackamas Fire Marshal's Office. Gladstone is very fortunate to have this effective and consistent working relationship.

Gladstone Public Works

Public Works Director Darren Caniparoli and crews are another key partner for emergency response. The water department maintains all the fire hydrants within the city, provides facility maintenance for the fire station, and ensures that emergency response routes are clear. Public Works also keeps emergency scenes safe by blocking roads, or sanding slippery roads and walkways during icy conditions, among other needed services.



AMR Lifeguards at High Rocks Park

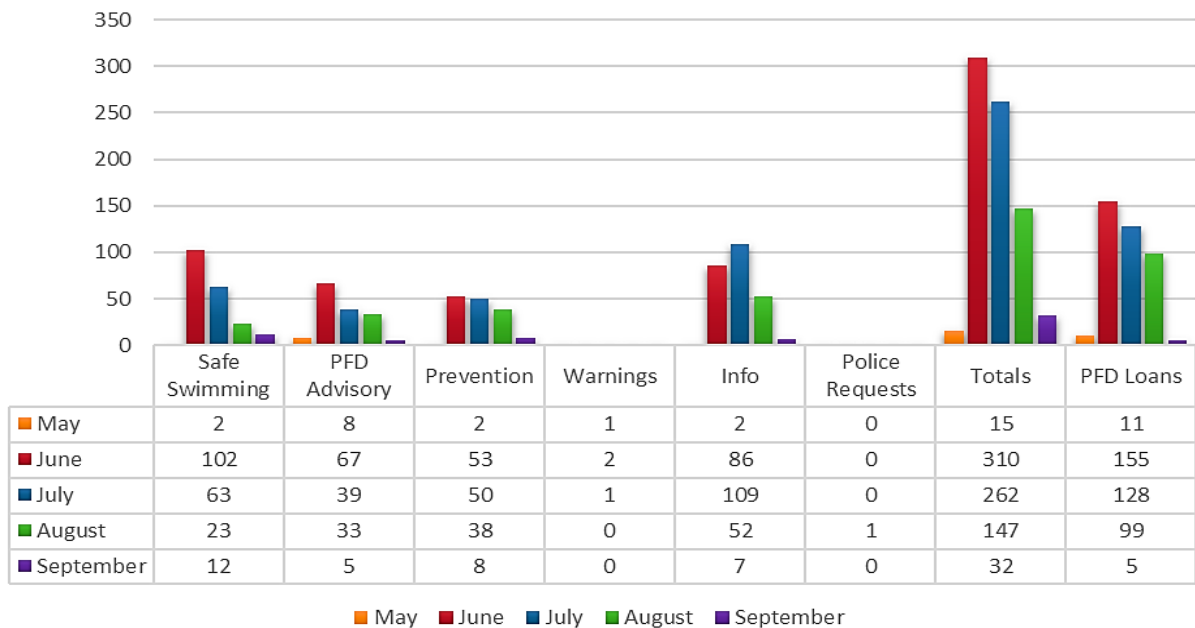
American Medical Response (AMR) is not only the ambulance provider for Clackamas County but they also offer special services like mountain rescue and lifeguards. Gladstone enjoys a cooperative agreement with AMR for lifeguards at High Rocks Park. In 2021, AMR lifeguards were back after COVID restrictions in 2020.

AMR lifeguards are very effective in reducing injuries and drownings at High Rocks Park and have been instrumental first responders to drownings and body recovery operations.

There were a total of 766 contacts with the public involving AMR lifeguards in 2021. In addition to providing safety, educational and prevention information, a total of 398 personal floatation devices (PFD's) were loaned out.



Lifeguard Contacts - 2021 High Rocks



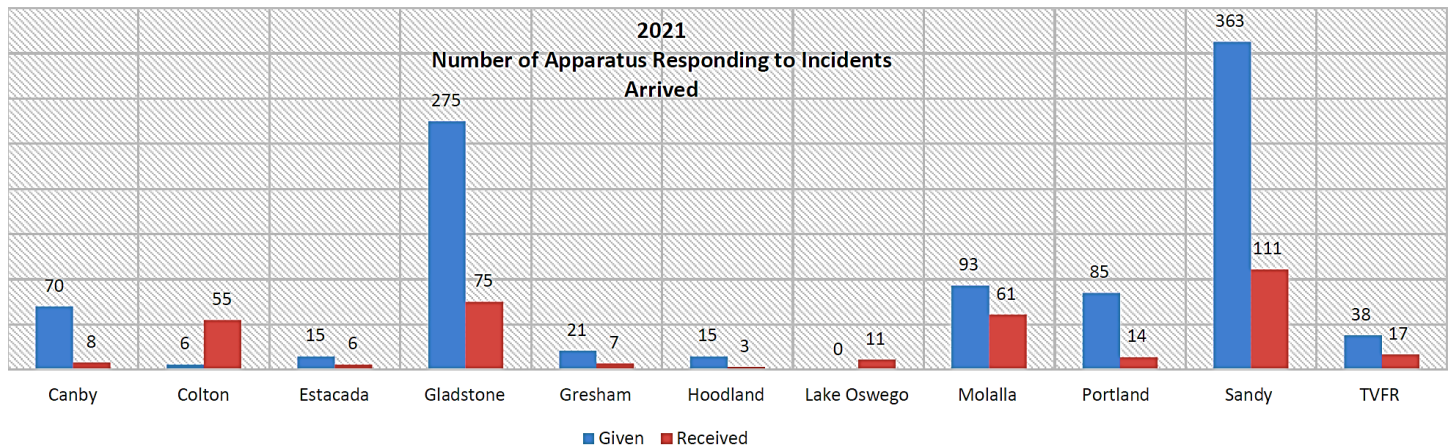
FIRE DEPARTMENTS HELPING FIRE DEPARTMENTS

Mutual-Aid

This quid pro quo arrangement is made between agencies and is designed to help each other along agency borders, during large or complex events or when resources are exhausted. These agreements are not intended to supplement a fire department daily service level.



Clackamas Fire District #1 resources regularly respond into Gladstone to provide the additional response force that we cannot provide. At other times they provide the initial response when we are on other 911 calls. The data below shows the aid given and received between Clackamas and Gladstone in 2021 (along with other neighboring agencies).



Wildfire and major emergency response within the county and statewide can be thought of as another type of “mutual-aid”. Regional participation allows firefighting, rescue and EMS resources in cities, counties and districts to be deployed in support of wildfire conflagrations and other emergencies declared by the Governor of Oregon.

Recent years have been extremely busy and fire departments continue to support each other while still protecting their own communities. Gladstone has been unable to support planned statewide deployment for over two years, but we are still impacted and get drawn into regional response when conditions are extreme (as they were in September 2020).



TRAINING



Reported by Tighe Vroman, Battalion Chief of EMS & Training (temporarily assigned to A-shift for response coverage)

Training and education are a vital component of the Fire Department, and are necessary to keep our personnel proficient in the various skills they are called upon at emergency scenes.

A new firefighter must attend a “recruit academy” to obtain the base level skills and education to perform as an entry level, probationary firefighter. Full time fire academies average 12 to 14 weeks and include approximately 500 hours of training. These academies are typically delivered in a military “boot camp” style due to the rigorous training and needed discipline. Volunteer or part-time firefighter academies are typically offered on weekends over many months and initial training can take the better part of a year. Gladstone utilized the volunteer type academy delivery due to staffing with on-call/part-time firefighters.

Academy training is just the beginning, there are a number of continuing education hours required by the State of Oregon just to maintain certification as a fire service professional and as an emergency medical technician. These certifications include the National Fire Protection Association (NFPA) Firefighter I standard, NFPA Hazardous Materials Awareness, NFPA Hazardous Materials Operations and NFPA Driver. When base level firefighters want to perform more advanced jobs within the fire service, most of these require additional time on the job, training and certification. Driving and operating a fire engine, wildland fire fighting, specific rescue specialties (rescue swimmer, vehicle extrication, rope rescue, etc.), and instructor are all jobs that a firefighter can perform, but all require additional training and certification on top of the base level firefighter training.



The Oregon Department of Public Safety Standards and Training (DPSST) requires that each firefighter receive training through structured drills or on the job experience in order to renew their certifications every two years. Every firefighter has to prove competency at a base level within this recertification period, and DPSST requires 60 hours of operations related training for each person every year, for a total of 120 hours per recertification cycle. Personnel who hold Instructor certification are required to have four (4) hours per year, eight (8) hours per recertification cycle, in addition to the previous requirements. Personnel that hold certain fire administration, fire prevention, or support certification are required to perform six (6) hours per year, twelve (12) hours per recertification cycle in addition to the requirements for operations training and instructor training.

Fire Officers (Captains and Chiefs) maintain an additional certification to be an Incident Commander. This includes 40 hours of initial training and each person must pass 24 hours of command review and fire simulation testing to obtain certification. Required continuing education is 12 hours annually.

The Department of Homeland Security and FEMA also have minimum and advanced training requirements for all fire service personnel. This includes National Incident Management System and Incident Command System (ICS) training.



This is an accurate but simplistic overview of the many training requirements for the fire and rescue disciplines, but does not include emergency medical training.

The National Registry and Oregon Health Authority also have requirements for ongoing recertification training for Emergency Medical Technicians (EMTs). Oregon has varying levels of emergency medical provider certification, ranking lowest to highest are Emergency Medical Responder (EMR), Emergency Medical Technician (EMT), Advanced Emergency Medical Technician (AEMT), Emergency Medical Technician-Intermediate (EMT-I), and Paramedic. These all require initial training and depending on the certification level, require varying knowledge and skills tests to be passed prior to becoming certified.



Once certified, each level has required continuing education training requirements that must be completed within a two-year cycle in order to maintain certification. Ongoing maintenance and refresher training for the different emergency medical certifications is as follows:

• Emergency Medical Technician (EMT)	24 hours
• Advanced Emergency Medical Technician (AEMT)	36 hours
• Emergency Medical Technician-Intermediate (EMT-I)	36 hours
• Paramedic	48 hours



Each of these ongoing training and recertification paths have very specific requirements for educational and skill competency that pertain to the level of certification. This is only for emergency medical certification renewal and is in addition to the previously mentioned fire and rescue certification training requirements. Other training needs include COVID specific training that is outside of normal medical training requirements.

Maintaining the certifications required to be a firefighter and emergency medical responder is hard work! It requires many hours in addition to working shifts at the fire station and responding to emergency alarms. A base level firefighter (with no advanced level fire certifications), who is an EMT has to complete 144 hours of ongoing maintenance training every two years to remain certified at that level and be able to respond to emergency alarms.

A dedicated Training Officer is needed to conduct these training activities and programs within the department, to ensure individual personnel have the necessary amount of ongoing training to keep their certifications, and to help personnel navigate the recertification requirements and paperwork required to renew their certifications. The Training Officer is a full-time job, which typically includes command and emergency responsibilities. Training delivery, compliance and management is necessary to provide our core service of emergency response.

2021 Training Challenges

2021 provided many challenges and hurdles to our normal training operations at Gladstone Fire Department. The biggest challenges came from the COVID pandemic (and the restrictions that resulted from it).

Fire and emergency personnel frequently train using hands-on methods, in groups, and in close quarters. This is how we operate on emergency scenes, so it is only natural we train this way. COVID safety regulations minimized close personal contact, group settings, and close personal contact with additional safety equipment. While inconvenient and at times frustrating, it was essential that we as emergency service providers followed the guidelines and mandates. If a COVID outbreak occurred within the fire department, it could very well decimate the work force, leaving no one available to respond to emergency calls. This was our greatest fear and something the Gladstone Fire Chief and emergency service agencies worked hard to prevent.

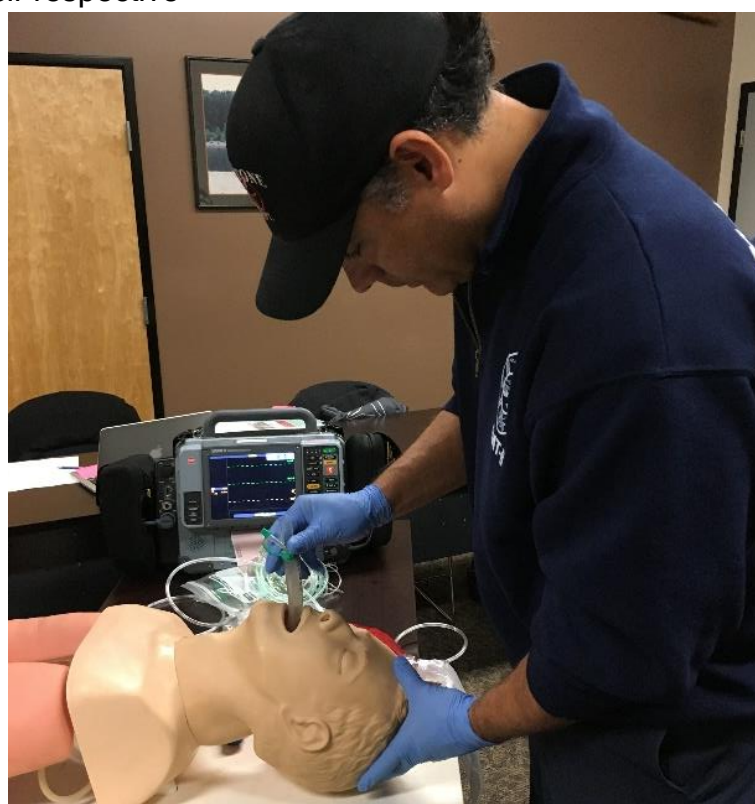
Many outside training programs, colleges and learning institutions stopped offering needed classes to fire and emergency service personnel. Temporary solutions over the past couple of years have included computer based self-paced training, classes via Zoom, and the use of Virtual Reality technology to meet online in virtual groups for meetings, incident reviews and command training. From these solutions, we were able to accomplish the minimum acceptable levels of our training requirements.

We were able to switch many of our monthly emergency medical classes to on-shift skills performance, evening remote learning classes via Zoom, or small group classroom sessions that met COVID guidelines. Our Fire Department physician, Dr. Marc Houston, has been instrumental in helping coordinate and deliver many of our EMS training sessions, in addition to his full time job as an Emergency Room doctor. This has allowed us to continue to meet our emergency medical continuing education topics in order to recertify our personnel at their respective emergency medical certification level.

Staffing Challenges

Throughout 2021, Gladstone Fire operated with bare minimum-level staffing that impacted training delivery, quality and qualifications.

Another strain on the training program in 2021 was due to the vacancy of one Fire Captain. The Training and EMS Chief was reassigned to cover this vacancy to help maintain emergency response. This restricts the ability to manage training and EMS programs due to the added responsibilities of managing daily shift operations and responding on emergency alarms. Also, the reassignment of the training Chief has affected our ability to offer maintenance and new, initial training to our workforce.



2021 Training Accomplishments

Although we faced significant training challenges and setbacks during 2021, Gladstone Fire personnel have maintained minimum training requirements. We have been able to have small group, classroom and hands-on training sessions during periods when COVID restrictions were relaxed, or with increased safety compliance measures. Much of our hands-on, physical skill training has been shifting to small group, on-duty training among on-duty crews. For more in-depth or labor intensive hands-on training, we have provided evening and weekend classes.



Training accomplishments include:

- Heavy extrication vehicle training
- Water rescue and rescue swimmer refresher training in the Clackamas River
- Initial Swift Water Rescue Technician certification through outside classes
- Initial operator training on our new fire engine
- Driver training for existing vehicles
- Fire officer command and leadership training
- Basic skills training and practice for general firefighting operations
- Basic skill training for emergency medical training



OPERATIONS



Fire Department Operations include responding to emergency 911 calls for service, assisting the public in non-emergency conditions, the care of response equipment, supplies and the fire station. The fire station houses two fire engines, one rescue squad and one water rescue support vehicle. The station also has office space, a kitchen, a dining & training/relaxation space, a physical exercise area and storage for equipment and supplies. There are currently no sleeping quarters in the station. In 2021 the City Council approved the process to seek a contract to remodel the fire station to include crew quarters and a new kitchen. This process has moved forward and should be completed in Spring 2022. Until then, an apartment behind the station is being utilized for sleeping quarters.

Fire crews staff the station in shifts. Shifts are a 24-hour period and is divided into three shifts (A, B and C). One Fire Captain's is scheduled at the Fire Station 24/7 and throughout 2021 and into 2022 the Gladstone fire station is staffed whenever possible with 2 additional part-time firefighters so the fire engine can be staffed. At a minimum Gladstone Fire strives to keep a 2-person rescue squad available as a minimum response. The state and national minimum standard for a "fire company" or fire engine is a minimum of 3 firefighters.

A typical day at the fire station includes performing readiness and inventory checks of the vast amount of equipment and supplies needed to support operations. As an example a fire engine has well over a hundred pieces of equipment and is currently valued at \$1,000,000.00 to replace. This demands constant apparatus and equipment checks. Medical equipment needs additional detailed checks due expiration dates on medications and other specialized medical supplies.

The Shift Captain's individual reports for 2021 follow:

Battalion Chief Tighe Vroman 2021 A Shift Report



compromises have to be made while trying to fill both at the same time.

My primary role with Gladstone Fire has been the Training and EMS Chief, but I had been filling in as the A-Shift Captain throughout the Spring and early summer months with A-Shift Captain Pat Brost being off on light duty for an injury. Starting in August, I was placed on A-Shift full time to cover the A-Shift Captain vacancy as we had exhausted other options for filling this position. While I have been functioning as the A-Shift Captain since August, I am also trying to fulfill my regular job as Battalion Chief of EMS and Training. This has proved to be challenging, as each of these positions is a dedicated full-time job by themselves, and

Life on A-Shift has been extremely busy since stepping into this position in August. We have had a number of building fires over the past several months, and a number of water rescue incidents. One of the most challenging things about returning to shift has been the volume of emergency medical responses and the number of critically ill medical and trauma patients. Emergency medical incidents are actually the majority of what the fire department responds to, and are our largest demand for service, as opposed to fires, car accidents and rescues. COVID has had a number of significant impacts to our emergency medical response practices, and has greatly increased the number and severity of ill people we are seeing and treating. Some of these calls are people ill with the COVID virus, while many other medical incidents result from pre-existing non-COVID medical issues that are being exacerbated from the strain on the healthcare system and hospitals in general.

Unfortunately, we have been facing a number of staffing shortages and challenges in addition to a record number of emergency service calls. Some of our part-time emergency response staff have been limited in their ability to work at the fire department due to the needs of their regular full time jobs and families. We have also had a number of our part-time staff hired as full-time firefighters, EMTs and paramedics at surrounding agencies, as there has been a general shortage of fire and emergency medical personnel throughout the region for various reasons. I have not experienced anything like the past few years in my 18-year career as a full-time emergency service professional, and I am hopeful for some reprieve in the future. With that being said, the team at Gladstone Fire values the community support that we receive, and are proud to be there for the citizens of Gladstone however we are able.

Notable Emergency Responses

August:

Residential Fire on Cornell Rd.

Gladstone Fire and Clackamas Fire emergency units were dispatched to a fire sparked by an electrical explosion in an in-ground electrical vault. The vault is located in the homeowner's front yard near the front of the house. The call was quickly upgraded to a Residential Fire when the fire spread from the vegetation to the house. GFD E390 arrived on scene first, assuming incident command and pulling a hose line fire extinguishment. The homeowner and multiple neighbors had the fire nearly under control





using buckets and garden hoses upon our arrival. Multiple Clackamas Fire units arrived and worked with Gladstone Fire E390 checking the house for additional fire extension and setting up positive pressure ventilation. Through the quick actions of the neighborhood, and with the assistance of responding fire units, the damage to the house was kept to a minimum, ended up being mostly exterior cosmetic damage, and saved the house from serious damage. Nice work to all involved, both citizens and emergency responders!

Commercial Fire in Oregon City:

Gladstone Fire E390 responded with Clackamas Fire District on a working commercial fire at the Metro Transfer station in Oregon City. A deep-seated fire had developed in accumulated refuse in the garbage pit. E390 was assigned fire attack, and worked with other Clackamas crews using hose lines and hand tools to extinguish and overhaul the fire.

September:

One of the most significant response events during the month of September were the demonstrations/protests that occurred weekly on Friday evenings. Two of these events occurred on A-Shifts, but up staffing occurred for most of these events. Thankfully, we did not encounter any significant fire or medical responses related to the demonstration events, but I credit the excellent law enforcement response for keeping any tensions between groups from escalating to a level that resulted in injury or damage to property. Due to my law enforcement and Tactical Paramedic background, I was involved in working the majority of the demonstration events. I functioned as the fire and medical representative in law enforcement field command, and was there to provide direct operational medical support to law enforcement personnel in the event of injury while engaged in high risk or "hot zone" responses.

October:

Residential Fire - Gladstone E390 and multiple Clackamas Fire units were dispatched on a reported residential fire on Oatfield Rd. E390 arrived on scene first, taking initial incident command and performing fire attack. Upon arrival, smoke was coming out of multiple areas of the entire roof structure, and the interior was charged with smoke. The fire was burning in the floor space, wall spaces, and attic, and started from a chimney fire. Crews were on scene for three and a half hours extinguishing the stubborn, smoldering fire. The house was saved, but significant interior damage occurred.



November:

Motor Vehicle Accident - Gladstone E390, Clackamas Fire and AMR units were dispatched on a two car vehicle accident with injuries at the intersection of McLoughlin Blvd. and W. Arlington St. E390 arrived on scene first, taking initial incident command, performing victim triage, patient care, and vehicle hazard assessments. There were three patients involved in the accident, and all required ambulance transport to the hospital. Three ambulances were requested to respond to this alarm.

EMS Assistance request by AMR for a critical patient that deteriorated while the medic was in Gladstone Fire's response area. The AMR paramedic required paramedic (or EMT) assistance to perform patient care in the ambulance on the way to the hospital for a patient suffering an acute heart attack. Fortunately, we had a FF/Paramedic on duty with us that day, and GFD responded to the ambulance's location to let them take our FF/Paramedic for the transport.

(3) Three Critical Unconscious or Stroke Medical Calls: We had three critically ill patients that we responded to who were unconscious or were having an acute stroke. All three of these calls required an additional fire unit from Clackamas Fire to respond with Gladstone Fire and AMR to provide additional assistance. All three patients were transported to the hospital using lights and sirens, and required Fire Department personnel to ride in the ambulance with AMR for the trip to the hospital.

Critical Medical for Pulmonary Edema (Fluid in the Lungs): We had a critically ill patient that could not breathe due to fluid in the lungs. Gladstone Fire was fortunate to have Paramedic personnel on shift for this call to provide advanced level care. AMR transported this patient to the hospital in emergency status with lights and siren.

December:

Mutual Aid to Clackamas Fire on Cardiac Arrest - Gladstone SQ390 was dispatched to assist Clackamas Fire and AMR on a patient that was having breathing difficulty and then went into cardiac arrest. This call occurred in Clackamas Fire's area, just outside of the Gladstone Fire border. The Gladstone squad was requested for extra manpower once the patient went into cardiac arrest, and was fortunate to be staffed with two paramedics for that shift. SQ390 participated in the resuscitation effort for about 40 minutes with the other emergency crews, before the patient was transported by ambulance to the hospital.



Captain Kirk Stempel, 2021 B Shift Report

In 2020, Oregon saw some of the most interesting situations in history. We saw extreme fire weather conditions that ended up causing some of the most destructive fires Oregon has ever seen, and the COVID pandemic was in full swing. The question was asked, "what will 2021 bring?" The year started off with extreme cold weather in February that caused numerous power outages in Gladstone that lasted for a week. With the cold weather and ice, we saw an increase in deaths throughout

Clackamas County caused by individuals using generators improperly. We also saw an increase in residential fires as citizens looked for ways to stay warm and cook while they were without power. In April, we saw an early start to wildland fires with a large fire just outside our city. Luckily, things slowed down for a few months until we again started to see large

destructive fires again throughout Oregon. In June, Oregon saw some of the highest temperatures ever recorded, with numbers reaching well into the triple digits.

2021 Response Highlights:

Assisted CCSO and GPD in the search for a weapon that was used in a robbery. The search was conducted in a shallow lake, so our swift water rescue team was utilized.



Crews were dispatched to a report of a car fire across the street from city hall. On arrival, a work truck surrounded by other vehicles was fully involved. Quick action and extinguishment kept the fire from extending to any of the other vehicles.

February was the beginning of some of the worse winter weather the area has seen in many years. B shift ran a total of twenty-one calls in a 24-hour period which were mostly related to ice, power lines down, and electrical problems.

On February 15th, B Shift ran 15 calls in a 24-hour shift, the majority being weather related. One was a residential fire in Clackamas Fire's area. First in, we located the source to be a stove fire that extended slightly into the cabinets. Fire was quickly extinguished with no major extensions.



February 16th, at shift-change, we ran a call with the oncoming crew. A resident was operating a generator indoors. Crews donned self-contained breathing apparatus (SCBAs) and made entry. Inside six victims were found, two of them critical. Patients were carried outside, and CPR was performed. Patients were then transported to local hospitals. This was a good reminder that during power outages, gas operated equipment should NEVER be used indoors.

February 24th, crews were dispatched to a report of a residential fire in the Clackamas area. On arrival, we were assigned fire attack along with another unit. Fire was quickly extinguished, overhauled and crews were recalled.



April 16th, responded to a large multi alarm brush fire in the Redland area. On arrival, we were tasked to the echo division where we were fire attack and supporting fire lines.



With every spring, duck rescues happen in our city. This day, we were able to rescue a family and safely reunite them with their mom.



May 19th, crews were dispatched to report of a commercial fire at Busters BBQ in Milwaukie. Second in, we took command as the first incoming engine took fire attack. We then assisted them with overhaul prior to turning the scene back over to the manager.



May 25th, crews was dispatched to a residential fire in the Clackamas area. On arrival, we were assigned fire attack along with another engine crew. After our assignment was complete, we took care of completing a secondary search and overhaul.

August 8th, crews were dispatched to report of a commercial fire in Gladstone. On arrival, crews found a second-floor deck fire and were able to extinguish it quickly before it extended into residence.

August 18th, crews were dispatched to another commercial fire in Gladstone where they had a fire in the bathroom. Crews quickly made entry and fire was kept from spreading to other parts of the apartment.

September 1st, a car fire was reported Northbound I 205 and on arrival, crews found a fully involved vehicle. Crews made a safe, aggressive attack and Clackamas Fire E315 arrived to assist us with overhaul.





September 5th, we were dispatched, along with Clackamas Fire and TVFR, on a large fire at Metro's south transfer station. On arrival, we were assigned fire attack. This was a long evening as the fire was burning deep in one of the pits.

November 25th, B shift was dispatched to a commercial fire in Gladstone. On arrival, took command and prepared for entry. Once able to make entry, fire was knocked down and held to the bedroom without extending into the rest of the apartment.

November 25th, a call from CCOM letting us know that a dog had gone over a cliff. On arrival we found that a dog had fallen off a cliff, 60ft below, into thick blackberry bushes. A rope system was built for repelling. After a quick search, the dog was located, rescued and returned to its very happy owners.



Captain Richard Newton, 2021 C Shift Report

2021 was a historical year for Gladstone Fire Department (GFD). The department ran more than a record 1700 calls for the year. Of those calls C-shift ran on 573, or 33%. In 2021 we experienced extreme conditions with an ice storm in February and an extreme heat wave just four months later. During the ice storm we had several critical calls. One call was for two people in cardiac arrest from CO poisoning. In June, C-shift responded to a multi-alarm fire with Clackamas Fire District #1(CFD) in 116-degree weather. We experienced several other notable calls throughout the year. In addition to fire calls the crews also trained on fire and EMS skills throughout the year.

On the morning of January 5, GFD responded on a natural gas leak. E391 with C395 arrived to find NW Natural Gas on scene. NW Natural was performing a gas line repair and discovered a leak. Per protocol, they needed the fire department on scene for a protection line. The gas was turned off without incident.

On the morning of January 23, GFD responded to a residential fire in Oregon City. E391 was assigned to manpower and assisted with pulling a backup line.

On the morning of February 16, GFD and CFD were dispatched to a cardiac arrest. As more information came in, the call changed to two people in cardiac arrest, with four more patients needing medical attention. This quickly became a multiple patient scene with all patients being exposed to CO poisoning. Three patients were transported in critical condition and another was transported and treated as minor.

On the morning of March 13, GFD responded on a burn patient. The patient had 10-20% burns. The patient was in a vehicle with an open propane bottle. The patient lit a cigarette and the vehicle flashed causing the burns. The patient was transported to the Oregon Burn Center for treatment.

On April 11, GFD was dispatched on a traffic accident with injuries (TAI). CCOM dispatch upgraded the call to an entrapment and E390 requested another engine and truck from CFD. The patient was extricated from the vehicle utilizing the jaws of life. The patient was transported to a local trauma hospital for further care.



On Thursday May 20, GFD assisted CFD with a head-on vehicle accident on Hwy 213 just over I-205. Three patients were transported to area hospitals for treatment.

Gladstone Fire responded on a residential fire with CFD. On the evening of June 10. E390 was assigned to fire attack and overhaul.

On the morning of June 11, GFD was dispatched on a residential fire with CCFD. E391 was assigned to fire attack and then overhaul.



On June 28, GFD assisted CCFD on a 2nd alarm fire. E390 was assigned fire attack and later overhaul.

E390 added themselves to a possible entrapment on I-205 SB at the Gladstone exit. E390 arrived just after CFD Heavy Rescue Unit 305 arrived to find a three-car accident with heavy impact on one car. After further evaluation we found no one was entrapped. E390 assisted the medic unit with getting one of the patients to the medic. Two people were transported to a local hospital.



On the evening of July 22, GFD was dispatched to W. Arlington on a fire. E390 arrived to find nothing showing. As the crew assessed the situation, an apartment was found full of smoke. E390 took command and soon after the scene was upgraded to a commercial fire. With crews from CFD and TVF&R the fire was out within 15 minutes.



On the morning of August 27, GFD was dispatched on a Marine Rescue (MR1). Dispatch reported that there was a person floating in the water. E390 arrived in the area and did a quick, hasty search of the area. E390 took command and as other units arrived they were assigned. Lake Oswego Fire, along with the CCSO searched the area, nothing was found.



On Monday August 30, GFD with TVF&R, Lake Oswego, AMR and CCSO were dispatched on a MR1. AMR had found the body of a person, reported missing three days prior. Lake Oswego along with CCSO recovered the victim. This brought closure to the family and all involved.

On the evening of September 13, GFD assisted CFD1 with a residential house fire. E390 was second in and was assigned water supply. After getting water secured, E390 joined the manpower pool. The fire under control within ten minutes.

On September 23, GFD responded to a car vs motorcycle accident. E390 provided patient care, then transferred care to the medic unit. The patient was transported to trauma hospital with non-life-threatening injuries.

On the morning of November 4, GFD assisted CFD on a cardiac arrest. With treatment, pulse was obtained and the patient was transported to a local hospital.

NATURAL DISASTERS AND EMERGENCY MANAGEMENT

As mentioned, we had significant weather events in 2021.

An ice storm in February left most of Gladstone and the region without power and many residents had no electricity for over a week. Tons of fallen tree debris was removed by Public Works, volunteers and residents. PGE along with cable, phone and data companies worked around the clock to return services.



The heat “dome” that settled over the Northwest in June caused record breaking temperatures and we hit a new record of 116°F on June 28th. The waterfront parks in Gladstone were extremely busy and crowded. Water safety and emergency calls were handled by Gladstone Fire crews and AMR Lifeguards.

These weather “disasters” and other events that impact the entire city require additional management and planning. The City of Gladstone has a collaborative group of Department Heads that is led by the City Administrator (Jacque Betz) and during these types of emergencies, key City Officials are gathered to form an Emergency Management Team that deals with response and recovery. The Gladstone Fire Chief is also the designated Emergency Manager and coordinates local efforts with Clackamas County Disaster Management officials for regional support and coordination.



During disasters, and high risk events, the “Emergency Operations Center” or “EOC” is activated within the City. Incident command operations are directed by Fire, Police and Public Works. Public Information Officers provide emergency messaging to the public while the City



Administrator keeps elected officials informed and coordinates policy decisions and emergency declarations.

Volunteers, Chaplains and other community groups are essential for support and recovery operations. An Emergency Resource Center was launched late 2021 at the Gladstone Senior Center to support the community and volunteers during disasters. The Resource Center is activated by the emergency management team during emergencies.

EDUCATION AND EVENTS

Pandemic conditions halted most of the public education and community events that the Gladstone Fire Department participates in. Occasionally, conditions allowed for some of these events and firefighters were very happy to get back to having some “real, in-person” time with the community.

CPR Training

One of the highlights of the year was the ability to get back into our high school and teach Hands-Only CPR to the senior class. Captain Kirk Stempel led the training. Teaching students this priceless skill is one of the highlights of the year for us.

Toy and Food Drive

Firefighter Izaak Thoman was the leader of the Fire Department Christmas Toy and Food Drive. It was a great success in 2021 with a total of 78 families located in Gladstone, Oak Grove, Milwaukie and Clackamas served. A total of 199 people were helped this year, including 65 children that ranged in age from 18 years old to less than a year old and 134 Adults!



Personnel Milestones

2021 was a year that long-time firefighters reached the pinnacle of their careers and retired after decades of service to the community of Gladstone and the Gladstone Fire Department.

Fire Marshal Mike Funk and Deputy Chief Randy Hopperstad retired after serving the community and the Gladstone Fire department for over 40 years. We wish them well in their hard earned retirement!



Fire Marshal Mike Funk



Deputy Chief
Randy Hopperstad



Captain Pat Brost

We also had one of our full time employees resign and make a change in his life. Fire Captain Pat Brost and family are now dedicated to raising their family on a homestead in the southern United States! We are happy and excited for the Brost family but will miss Pat's abilities as a Fire Captain. We also thank Pat for his service in the U.S. Navy.

We ended the year with the tragic loss of retired Fire Chief Jeff Smith to COVID. Jeff retired in 2019 after serving the City of Gladstone as a firefighter, training officer and Fire Chief. Jeff was responsible for many of the improvements to the Gladstone Fire Department by obtaining multiple FEMA grants and was instrumental in training firefighters not just in Gladstone but all over the region, helping many of them to become full time firefighters in many of the surrounding departments.

Rest in Peace Jeff!



Fire Chief Jeff Smith

FIREFIGHTING

The high risk response of firefighting demands training, personal protective equipment and special apparatus to allow firefighters the ability to extinguish fires and limit damage to property and the environment.

Firefighting can be done in a wide variety of situations; houses, commercial buildings, cars, semi-trucks, wildland, and more. To safely and efficiently fight fire, training on construction (building and vehicle), the science of combustion, special hazards (electric cars, hazardous materials, etc.) and the physical techniques of deploying hose and operating pumps is completed.

A growing danger to firefighters has been the exposure to carcinogens and toxins from the products of combustion. Efforts have been taken to reduce this exposure, but due to the resulting cancer and the increasing deaths, additional efforts and training have taken place to keep our firefighters healthy.



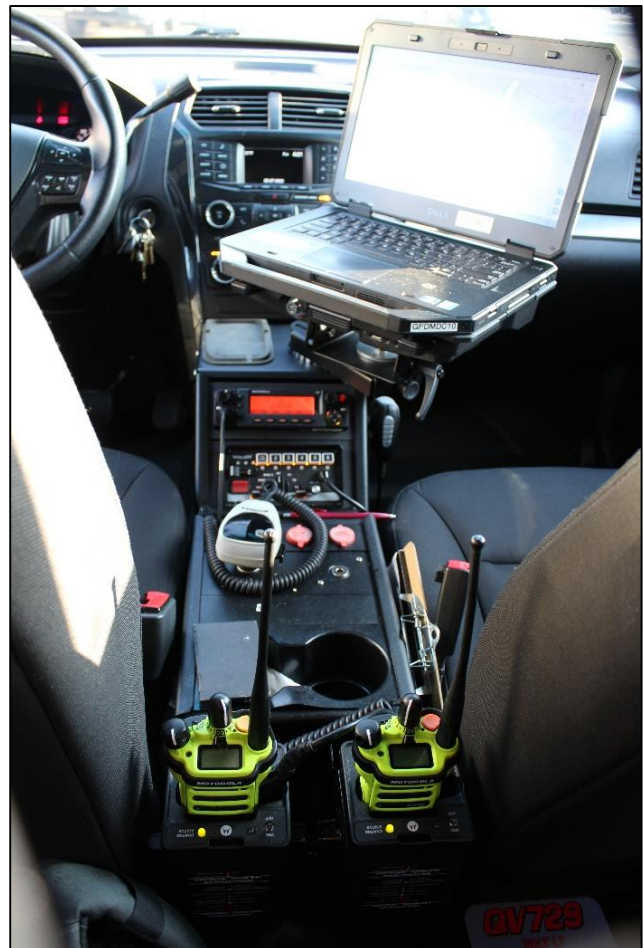
INCIDENT MANAGEMENT

During emergency incidents, tactical operations must have direction, coordination and discipline. When firefighters arrive at an emergency scene, management and leadership is typically provided by the Captain. This is necessary to oversee safe operations for their crew and for other responders.

During complex emergencies (greater alarms, multiple patients, etc.), a Battalion Chief or other Chief Officer provides additional incident management and strategic planning.

These command procedures are part of the national incident management system (NIMS) and incident command system (ICS) and is required training for all firefighters and officers. To maintain proficiency in command procedures officers are certified as incident commanders through the “Blue Card” certification process for structural firefighting. This certification and continuing education meets the National Fire Protections Association (NFPA) standard on incident management and is accredited by the American Council on Education (ACE). Additionally, command certifications in the wildland fire environment is provided by the “Red Card” system. The National Wildfire Coordination Group (NWCG) provides the standards for wildland firefighting and incident management. All Gladstone Fire Officers and Chiefs are Blue Card certified and obtain necessary Red Card qualifications.

Fire Engines, Command Vehicles and other response vehicles are equipped with various radios, computers and other equipment to allow Command Officers the ability to safely communicate and direct emergency response operations.



RESCUE

The term “rescue” is defined as saving someone from a dangerous or distressing situation. Some of these situations are defined because of the danger, like rescuing someone from a burning building or from drowning in the river. For others, being rescued means being helped when they are distressed from falling down with a minor injury or helping shut off water that is flooding their house. A rescue can be spectacular or very personal. Gladstone firefighters perform rescues of all types hundreds of times every year.

Rescues also require specialized training and equipment. This training and equipment is used for many types of rescues including fires in homes, apartments, hotels and other buildings sometimes requiring thermal imaging cameras to find a victim or the use of ladders to bring people to safety.



Rescuing people from wrecked vehicles requires extensive training on the construction of cars, airbags, fuel hazards, electric vehicle systems, and how to use the “Jaws of life” and other powerful equipment used to access and remove someone from a crushed vehicle.

Rescuing someone from the water can require a rescue swimmer to enter the river to bring them to the shore or firefighters may need a boat or inflatable rescue craft to help in areas that cannot be accessed quickly by swimming or in flood conditions.

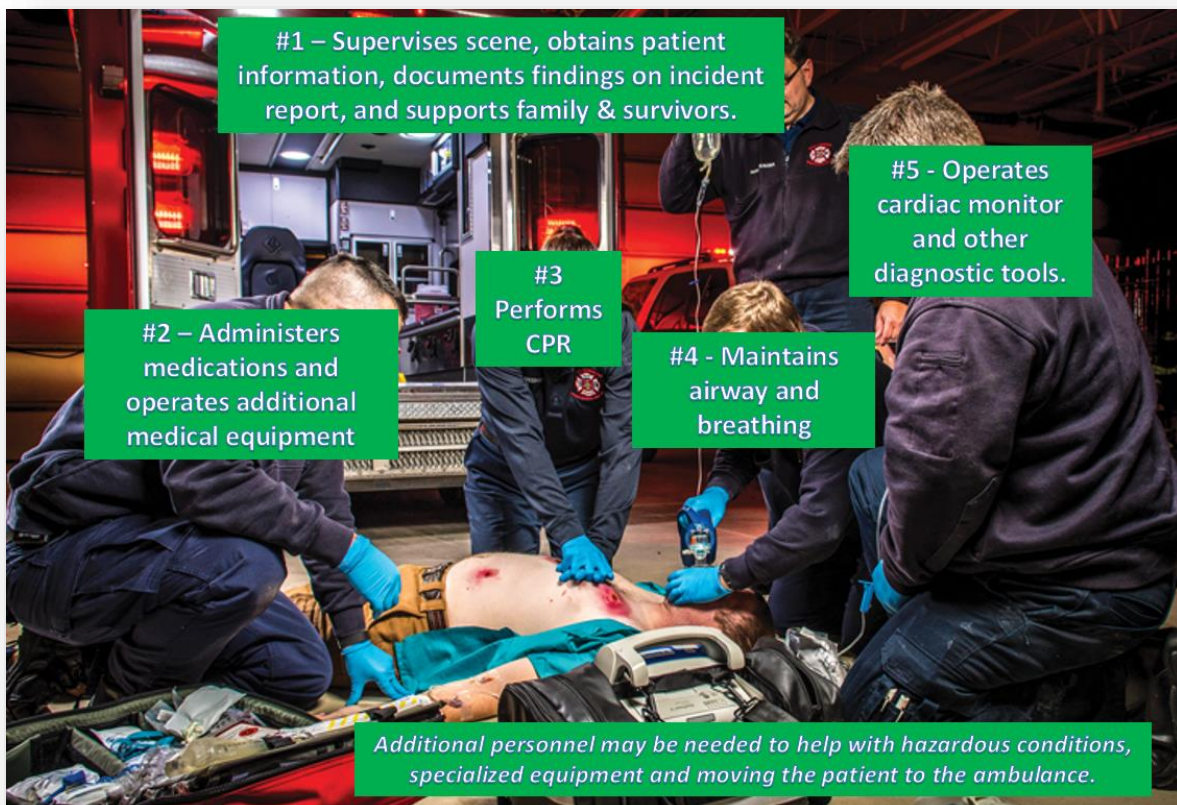


EMERGENCY MEDICAL SYSTEM (EMS)



Gladstone Fire Department responds to emergency medical calls for service through the 911 system as part of the county's emergency medical response system. At a minimum, every firefighter at Gladstone Fire Department is certified as an Emergency Medical Technician and is capable of providing Basic Life Support level care of emergency medical calls. Currently, six of our firefighters have advanced medical certification as an EMT-Intermediate or as Paramedics and are able to provide Advanced Life Support level care, which is the highest level provided by firefighters and emergency medical responders in our 911 system. While Gladstone fire is striving to have paramedics on duty at all times, we are still classified as a Basic Life Support (BLS) agency as our base level of guaranteed emergency medical care. All ambulances and fire agencies surrounding us have a Paramedic on every response unit all of the time, and are classified as Advanced Life Support care providers, which is the industry standard in the Portland Metro area.

Many of our "routine" medical calls involve strokes, cardiac arrest, heart attacks, chest pains, breathing problems, diabetic emergencies, traumatic injuries, and a number of other common medical emergencies. It is important to note that severely ill or critically injured patients need more people to take care of them than is available on one fire engine or one ambulance. This is another reason why you will see fire engines or fire trucks responding to medical calls with the ambulance. It usually takes four medical providers during a routine medical call, but can take



up to eight medical care providers to properly care for a critical patient. Time is of great importance, and the additional personnel are needed to perform many different technical medical procedures. (see graphic below).

The COVID pandemic continued to have a significant impact on our EMS operations at Gladstone Fire in 2021. This was evident in both the emergency calls for service we answered, and in the non-emergency, day-to-day routine activities that the fire department participates in. Examples of this included fire department, city, and community wide vaccination related work, medical supply and personal protective equipment procurement, fire department cleaning and decontamination practices, personnel safety management practices and infectious disease mitigation practices. Responding to all medical calls, including COVID related calls, require fire and EMS personnel to wear safety glasses, medical gloves, respirators, and sometime gowns or Tyvek suits. This is a significant change over our usual response wear, but is necessary to keep our emergency service personnel from getting sick and to keep them from spreading germs or disease between the multiple patients we care for during a work shift.

The duties of the Gladstone Fire Department Emergency Medical Services Chief include many responsibilities and accomplishments. These included:

- Keeping current on changing COVID information for the safety of our patients and emergency responders.
- Creating and implementing decontamination practices for our personnel, equipment, and fire department vehicles to prevent the spread of COVID.
- Order regular medical supplies, and COVID specific personal protective equipment.
- Providing citywide guidance to comply with Oregon Health Authority, Centers for Disease Control, OSHA, and Clackamas County public health COVID related guidelines and directives.
- Assisting with city, county and state vaccination efforts to provide vaccination services to those who desired them, including our own Gladstone Fire workforce as well as City of Gladstone employees.
- COVID contact tracing for employees who were exposed.
- Met state and federal requirements for the fire department to become a registered vaccination clinic and provide vaccinations as needed to support public health efforts.
- Exceeded United States Drug enforcement Agency standards and requirements for use of medications.



This concludes the 2021 review of the
Gladstone Fire Department, Oregon.



For additional information on preparing yourself, your family or co-workers for emergencies, please go to the following site:



<https://www.ready.gov/>

Ready is a National public service campaign designed to educate and empower the American people to prepare for, respond to and mitigate emergencies, including natural and man-made disasters.



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