

**MINUTES**  
**JOINT CITY OF STEVENSON COUNCIL AND SKAMANIA FIRE DISTRICT 2 WORKSHOP**  
**June 22, 2023**  
**6:00 PM, City Hall and Remote**

**1. CALL TO ORDER/PRESENTATION TO THE FLAG:** Mayor Anderson called the meeting to order at 6pm and lead the group in reciting the pledge of allegiance.

**PRESENT**

Councilmembers Paul Hendricks, Dave Cox, Kristy McCaskell, Michael D. Johnson, and David Wyatt.

Commissioners Howard Hoy, Raymond Broughton, and Tom Delzio.

Staff: Fire Chief Rob Farris, FD2 Secretary Francis Haller, City Administrator Leana Kinley

Guests: ESCI representatives Richard Curtis and Patrick McIntosh

Public: Mike Perry, Ann Lueders, Mary Repar, Wayne Martin

**2. NEW BUSINESS:**

**a) Fire Department Strategic Plan Discussion** - Richard Curtis and Patrick McIntosh from Emergency Services Consulting International (ESCI) presented initial findings of the data gathered during their recent site visit. A copy of the presentation is attached.

Discussion moved to the state of the Fire Hall and improvements needed. Consensus was around ensuring safety issues are addressed. Other topics discussed included the workload for the paperwork outlined and need for a part-time or more staff person to do the work. A significant investment in personnel time to get things kickstarted was recommended.

A question regarding merging the fire districts within the county was posed and it would need strong leadership to bring up the discussion more formally and move through an analysis for further evaluation.

The consultants will give a draft of the report to staff for review. There will be a final report with actionable recommendations.

**3. ADJOURNMENT** - Mayor Anderson adjourned the meeting at 7:06pm.

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Scott Anderson, Mayor

Date

# Stevenson WA Fire Department



## Strategic Plan



**Emergency Services Consulting International**

*Providing Expertise and Guidance that Enhances Community Safety*

**Richard Curtis**

*Project Manager*

**Patrick McIntosh**

*Associate Consultant*

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# Scope of Work

- Strategic Plan 3 - 5 years
- Mission, Vision, and Values
- Culminate feedback into a goal-driven plan



# Process

- Internal Stakeholder Survey
- Meetings with FD rank-and-file personnel
- Meetings with FD Leadership (Officers)
- Community Stakeholder Group
- Good, Better, Different Process
- Mission, Vision, Values Process



# Our People

- Implement a Health & Safety Program
  - Clear Immediate Hazards & Conduct a Safety Audit
  - SOPs for Emergency Operations
- Outline a Succession Plan
  - Develop training pathways for promotions
  - Position Descriptions
  - Leadership Training
- Structured Training Program
  - Develop training and certification processes for each position
  - New Member Orientation process
  - Structure a driver/operator certification program
- Comprehensive Policies & Procedures
  - Governing Body, Personnel, Administrative, Operational



# Our Community

- Collaboration & Communication of Policymakers
  - Regular Scheduled meetings between District Board and City Council
  - Fire Chief monthly report
  - Regular attendance to City Council meetings
- Community Outreach Efforts
  - Plan participation in important community events
  - Establish an FD Website and utilize other social media
  - Measure public engagement



# Organizational Stability

- Clarify Roles and Responsibilities between District and City
  - Update Municipal Code and 1989 ILA
  - Update Municipal Code 2.24 Volunteer Fire Department
- Strengthen and Develop Organizational Culture
  - Adoption of Mission, Vision, and Values
  - Implement a member recognition program
  - Set Standards and consistently enforce them as needed
- Implement Volunteer Recruitment & Retention
  - Develop comprehensive volunteer recruitment and retention program
  - Public recognition of members





# Organizational Sustainability

- Facility Improvement Program
  - Ensure a clean, safe, and professional-looking facility
  - Develop a new fire station funding strategy and schedule
- Set Level of Service and Measure Performance
  - Determine the types of services
  - Determine the level of services to be provided to the citizens
  - Adopt a level of service statement and measure performance



# DRAFT: Mission & Vision

## *Our Mission:*

*We proudly serve and protect life, property, and the environment in the City of Stevenson and surrounding communities by providing reliable emergency response, community outreach, and proactive fire prevention with professionalism and expertise.*

## *Our Vision:*

*We are a trusted and respected organization marked by professionalism and safe, reliable, and responsive service for our citizens. We are future focused on continuous improvement and innovation in a safe environment, adapting to the changing needs of our community with effective, enthusiastic, and empowered members.*



# DRAFT: Values

## *Our Values:*

*We recognize each individual as a vital member of our fire department family. Through a commitment to pursuing excellence, we hold ourselves and each other to the highest standards as we embrace a key set of organizational values.*

***Professionalism**– Committed to personal development and the highest standards.*

***Teamwork**– Valuing that collectively we can excel beyond any one person’s capabilities.*

***Integrity** – Honoring the trust the public places in us through honest, ethical conduct.*

***Accountability**– To the community, each other, and ourselves.*

***Diversity**– Respecting our individual differences that make our organization great.*

***Health & Safety**– People are our greatest asset, and their health and safety are a priority.*

***Volunteerism** – We respect and celebrate the contributions of each of our members.*

***Dedication**– Committed to making a difference in the community through our service.*

***Excellence** – Focused on improving and better serving the community and each other.*

***Work/Life Balance**–Priorities: Family, Work, and Fire Department.*





# Questions & Discussion

Community Risk Assessment | Standard of Cover | Staffing Analysis



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