

# 2016 Stevenson Fire Hall Strike Team Report

---

*Making Tactical Decisions to Improve  
Emergency Response*







# **Stevenson Fire Hall Strike Team Report**

**City of Stevenson, Washington**

**April, 2016**

**Prepared by:**



**Stevenson Planning Department  
7121 East Loop Road  
PO Box 371  
Stevenson, WA 98648  
(509)427-5970**

# **Acknowledgements**

## **City of Stevenson, City Council**

Frank Cox, Mayor  
Scott Anderson  
Paul Hendricks  
Monica Masco  
Julie Mayfield  
Robert Muth  
Mark Peterson  
Jenny Taylor  
Amy Weissfeld

## **Skamania County, Board of County Commissioners, Key Officials**

Chris Brong, Commissioner  
Bob Hamlin, Commissioner  
Doug McKenzie, Commissioner

Dave Brown, Sheriff

## **Skamania County Fire District 2, Commission**

Scott Griswold, Chair  
Leonard Damian  
Karl Russell

## **Stevenson Volunteer Fire Department, Officers**

Rob Farris, Chief  
Gordy Rosander, Assistant Chief  
Wayne Martin, Captain  
Cody Rosander, Captain  
Karl Russell, Captain

## **Strike Team**

Dave Brown, County Sheriff  
John Carlson, Emergency Management Coordinator  
Rob Farris, Fire Chief  
Scott Griswold, District Commissioner  
Nick Hogan, City Administrator  
Robert Muth, City Councilmember  
Cody Rosander, Fire Officer  
Karl Russell, District Commissioner  
  
Joel Battistoni, Firefighter (Alternate)

Ben Shumaker, Facilitator

## **City Staff**

Nick Hogan, City Administrator  
Ben Shumaker, Planning Director, Primary Author

## **Cover Photo**

East Wind, John McSherry.



## Executive Summary

This report summarizes the work of the Stevenson Fire Hall Strike Team’s effort to identify suitable locations for a new fire station. Formed in October, 2015 and meeting over the course of five months, the Strike Team was formed by representatives of the City of Stevenson, Skamania County Department of Emergency Management, Skamania County Fire District #2, and Stevenson Volunteer Fire Department. Early in this process, the Strike Team members focused their purpose:

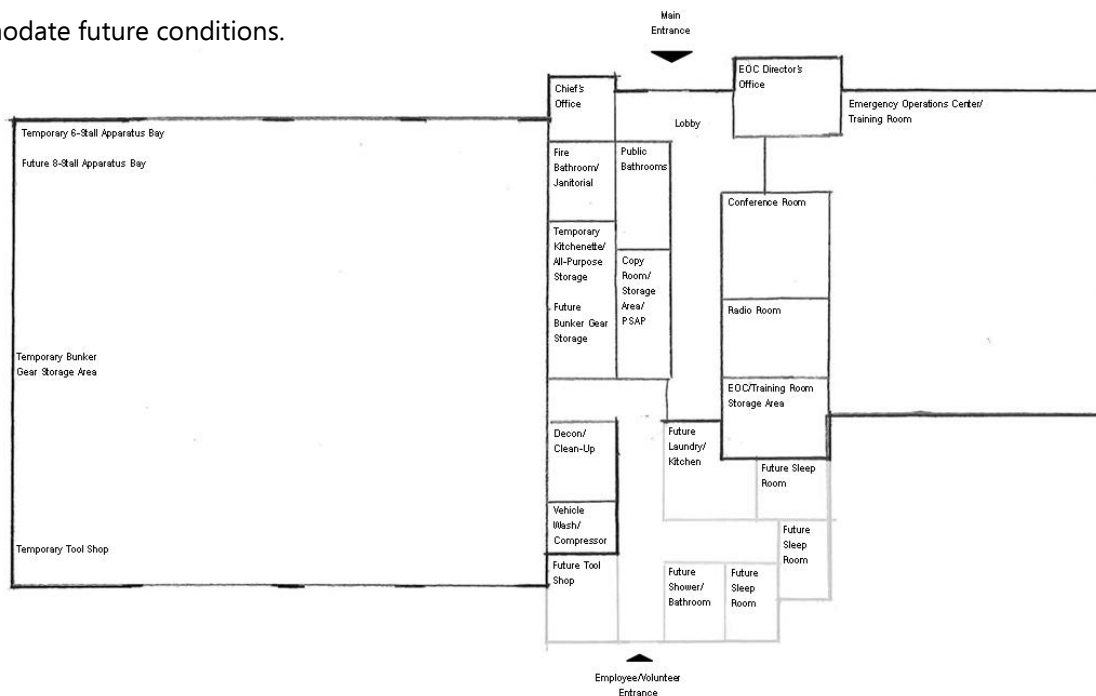
**“The goal of the Stevenson Fire Hall Strike Team is short and simple: identify the best footprint and the best piece of dirt for a new fire hall.”**

This goal is but one piece of a larger puzzle in replacement of the fire hall, but it is a necessary piece before taxpayer money or outside grant and loan funding is committed to construct the new facility.

With this report, the Strike Team believes it can compellingly state that it found “the best footprint and best *pieces* of dirt”. Their thorough, needs-based, and communicative analysis is the subject of the following pages. Section 1 describes the Strike Team, the historical context of its work, and the process used to generate and communicate ideas and conclusions. Section 2 recommends a potential action plan for near-term next steps based on these conclusions. Section 3 details design considerations for the “Best Footprint”. Section 4 describes the unweighted Site Selection Criteria and Evaluation Factors that were used to determine the “Best Piece of Dirt”. Appendix A weights and rates the sites reviewed by the Strike Team. Appendix B catalogues the Strike Team’s process.

### Best Footprint

Based on needs not wants, the Strike Team developed a conceptual footprint that would address current deficiencies in how the agencies provide emergency services. This best footprint also helps spread large investments out over time by including expansion areas if the agencies need to adapt the building’s program to accommodate future conditions.



## Best Piece of Dirt

With the best footprint in hand, the Strike Team set about identifying the best piece of dirt. Of all lots in the Fire Department’s service area, the Strike Team narrowed their analysis down to 52 vacant or under-utilized sites. Each of these sites was evaluated based on 7 Site Selection Criteria (Property Characteristics, Response Access, Access Roads, Proximity to Hazards, Utility Availability, Land Availability, and Public Perception) and 31 Evaluation Factors that were developed which enabled consistent measurement of each site’s suitability. The Strike Team’s weighted Evaluation Factors are provided in Appendix A where the complete Site Selection Matrix is presented. The matrix categorizes 4 sites as “the Best of the Best”, 3 sites as “the Rest of the Best”, and the remainder as “the Rest”. Unlike the other sections of this report, Appendix A is not made publicly available. As a result, the negotiating position of the partner agencies is not compromised and no “Best of the Best” property owner will know the value this report places on their property.

### Site Evaluation Curve



## Terminology

This report interchangeably uses the terms “fire hall” and “fire station” to describe the facility envisioned by the Strike Team. These terms are notably inaccurate in describing the full “Best Footprint”, which includes a new Emergency Operations Center where City, County, State and other higher-level incident commanders can assemble under the Skamania County Department of Emergency Management’s coordinating efforts. Terms like “Emergency Services Center” or “Public Safety Facility” may more accurately describe that building. However, these terms have been deliberately avoided, in part because they are cumbersome, but also because the success of this study and the initiation of the next steps in Section 2 depend primarily on the Fire Department’s need to replace its existing building, not on any assumed continued partnership with Skamania County to consolidate emergency response at a new site.

## Table of Contents

<b>Acknowledgements</b> .....	<b><i>i</i></b>
<b>Executive Summary</b> .....	<b><i>iii</i></b>
<b>Table of Contents</b> .....	<b><i>v</i></b>
<b>List of Figures</b> .....	<b><i>vi</i></b>
<b>Section 1—Introduction, Purpose, Process</b> .....	<b><i>1-1</i></b>
1.1 – Historical Context _____	1-1
1.2 – Strike Team Process _____	1-2
<b>Section 2—Action Plan</b> .....	<b><i>2-1</i></b>
2.1 – Next Steps _____	2-1
<b>Section 3—Programmatic Needs</b> .....	<b><i>3-1</i></b>
3.1 – RiceFergusMiller Contributions _____	3-1
3.2 – Best Building Footprint _____	3-1
3.3 – Programmatic Analysis _____	3-2
3.4 – Room Descriptions _____	3-3
<b>Section 4 – Site Selection Criteria</b> .....	<b><i>4-1</i></b>
4.1 – Site Selection Criteria _____	4-1
4.2 – Potential Site List _____	4-4
4.3 – Site Selection Matrix _____	4-5
<b>Appendix A – Site Selection Matrix</b> .....	<b><i>A-1</i></b>
A.1 – “Best Piece of Dirt”, Prioritized Site List _____	A-1
A.2 – Best of the Best Site Analyses _____	A-3
A.3 – Site Selection Matrix – Measurement _____	A-8
A.4 – Site Selection Matrix – Performance _____	A-18
<b>Appendix B – Strike Team Materials</b> .....	<b><i>B-1</i></b>



## List of Figures

Figure 1.0-1 The Strike Team	1-1
Figure 1.0-2 Strike Team Purpose	1-1
Figure 1.1-1 Historic Fire “Alarm” Bell	1-1
Figure 1.2-2 Consensus Building and Decision Making Process	1-4
Figure 2.1-1 Action Plan	2-2
Figure 3.2-1 Conceptual “Best Footprint”	3-1
Figure 3.3-1 Programmatic Needs & Wants	3-2
Figure 3.4-1 Room-by-Room Analysis	3-3
Figure 4.1-1 Site Selection Criteria & Evaluation Factors—Property Characteristics	4-1
Figure 4.1-2 Site Selection Criteria & Evaluation Factors—Response Access	4-2
Figure 4.1-3 Site Selection Criteria & Evaluation Factors—Access Roads	4-2
Figure 4.1-4 Site Selection Criteria & Evaluation Factors—Proximity to Hazards	4-3
Figure 4.1-5 Site Selection Criteria & Evaluation Factors—Utility Availability	4-3
Figure 4.1-6 Site Selection Criteria & Evaluation Factors—Land Availability	4-4
Figure 4.1-7 Site Selection Criteria & Evaluation Factors—Public Perception	4-4
Figure A.1-1 Prioritized Site List	A-1
Figure A.2-1 through A.2-4 Best of the Best Site Analyses	A-4 through A-7
Figure A.3-1 through A.3-7 Evaluation Methods	A-8 through A-17
Figure A.4-1 through A.4-7 Evaluation Results	A-18 through A-31
Figure B.1-1 – Planning Department Scope of Work	B-2
Figure B.1-2 – Strike Team Initiation Email	B-4
Figure B.1-3 – First Strike Team Meeting Agenda and Notes	B-5
Figure B.1-4 – Programmatic Handouts (Department of Emergency Management and Fire Department)	B-9
Figure B.1-5 – Individual Interviews	B-18
Figure B.1-6 – Second Strike Team Meeting Agenda and Notes	B-26
Figure B.1-7 – Strike Team Ground Rules	B-30
Figure B.1-8 – Third Strike Team Meeting Agenda and Notes	B-32
Figure B.1-9 – Fourth Strike Team Meeting Agenda and Notes	B-36

## Section 1—Introduction, Purpose, Process

Formed in October, 2015 and meeting over the course of five months, the Stevenson Fire Hall Strike Team was a collaboration by the City of Stevenson, Skamania County Department of Emergency Management, Skamania County Fire District #2, and Stevenson Volunteer Fire Department. As identified in Figure 1.0-1, each of these agencies was represented by two of its top leaders.

**Figure 1.0-1 The Strike Team**

City of Stevenson	Skamania County Department of Emergency Management	Skamania County Fire District #2	Stevenson Volunteer Fire Department
<p><b>Nick Hogan</b> City Administrator</p> <p><b>Robert Muth</b> City Councilmember</p>	<p><b>Dave Brown</b> County Sheriff</p> <p><b>John Carlson</b> Emergency Management Coordinator</p>	<p><b>Scott Griswold</b> District Commissioner</p> <p><b>Karl Russell</b> District Commissioner</p>	<p><b>Rob Farris</b> Fire Chief</p> <p><b>Cody Rosander</b> Fire Captain</p>

Early in their time together, the Strike Team members focused their purpose as described in Figure 1.0-2.

**Figure 1.0-2 Strike Team Purpose**

**“The goal of the Stevenson Fire Hall Strike Team is short and simple: identify the best footprint and the best piece of dirt for a new fire hall.”**

The historical context leading to this goal and the process used to achieve it are described in this section, which makes frequent references to the collection of documents and information presented in Appendix B – Strike Team Materials.

### 1.1 – Historical Context

The Stevenson Volunteer Fire Department primarily operates out of a ~4,300 sf building on 1<sup>st</sup> Street in downtown Stevenson. The fire hall site has been home to the department’s activities since it was initially acquired in 1912, and the current building has housed its equipment since construction in 1967. These investments have seen fire response change from bucket brigades called to action by a large bell, to air-raid sirens rallying volunteers into open jump seats, to our current wireless connectivity and region-wide mutual aid expectations.

Despite the changes in technology and response areas over these 100 and 50 years the Department’s investments in land and buildings have largely satisfied the it’s requirements. However, time and urban growth are beginning to expose the site’s shortcomings and more serious structural concerns—highlighted by a minor 2011 collision

**Figure 1.1-1 Historic Fire “Alarm” Bell**



involving ~\$600 damage to a firetruck's equipment panel and ~\$20,000 damage to the building—are revealing the inadequacies of the building. The Strike Team was formed in acknowledgement of these issues and their work will help ensure the community is prepared for the next 50+ years of fire response.

This effort of the Strike Team is the second problem-solving attempt of the local emergency services community in recent years. This 2016 report builds on a 2013 effort which included the Skamania County Hospital District in addition to the current partners. The work at that time reconsidered how emergency services are provided in the county and whether these partners would benefit by consolidating services in one building.

The 2013 study determined the feasibility of sharing a centralized building from a constructability standpoint and estimated construction savings of ~17% for 1 facility instead of 3. However, in the process of considering their future needs, the Skamania County Hospital District, whose service area is far larger than the Fire Department's and whose headquarters had seen substantial recent investments, found greater value in establishing satellite ambulance halls instead of constructing a new headquarters building.

The Hospital District's decision to prioritize other projects removed a number of the 2013 report's site selection factors. The size of the facility and the lot needed for it was reduced. Proximity to Highway 14 waned in importance based on circulation within the Fire Department's smaller service area. Financial capacity to construct the facility became more limited. However, the Fire Department's need for a new facility remained, and the Strike Team was formed after the City Council chose to conduct a more thorough in-house review of current needs before devoting funds for outside consultant support on the decision-making process.

This report is the culmination of that effort, but it is only one piece of the larger puzzle of the fire hall replacement. In addition to satisfying the City Council's request for a more thorough review, the Strike Team believes it can compellingly state to the community and outside grant and loan funders that it found "the best footprint and best pieces of dirt".

## **1.2 – Strike Team Process**

After the City assigned its representatives to lead the next steps on replacement of the fire hall, the Stevenson Planning Department established an internal project goal and scope of work for the site selection process (B.1-1). At this point the project partners were contacted about the formation of the "Strike Team" (B.1-2), and their first meeting was held shortly after each partner organization delegated two members. A key feature distinguishing this process from the 2013 effort was the selection of partner agencies. The Strike Team effort set the Stevenson Volunteer Fire Department and their firefighters on equal terms with the City and District #2 which jointly fund the department's operations. This deliberate action was taken to ensure the Strike Team's proposals contained actionable next steps for each agency and to close an unfortunate communication gap that hindered progress after the 2013 feasibility study concluded.



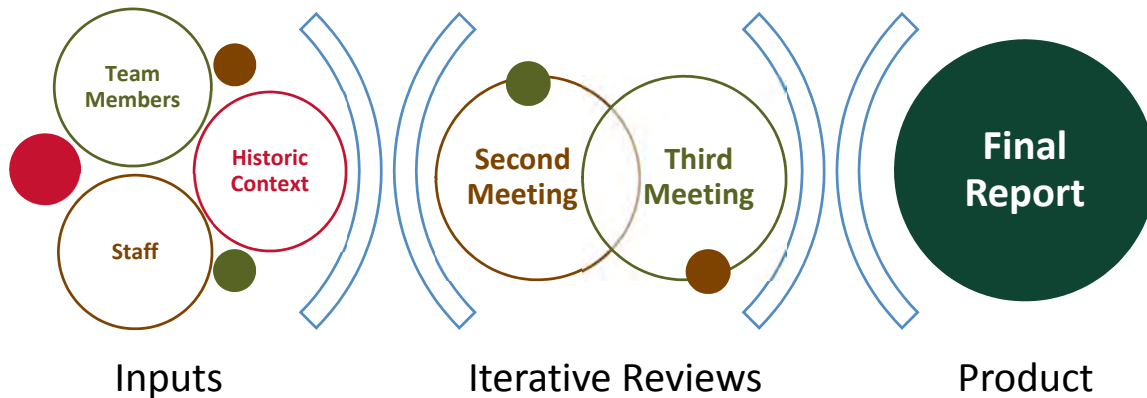
The Strike Team's duties were divided into 4 meetings and 2 extra-meeting activities. The first of their meetings (B.1-3) closed the book on the 2013 study and set the Strike Team up for success this time around. Key successes and failures from the previous effort were noted before the Strike Team described how their own effort should be judged (B.1-7). At the end of this meeting, the Strike Team described the current purpose (Figure 1.0-2) that would become the organizing factor for the remainder of their process.

Programmatic handouts (B.1-4) were provided to each Strike Team member at the first meeting. These handouts contained information on the conceptual building footprint described in 2013, data on Stevenson's growth trends, and several questions targeted to each agency's future needs. Answering these questions was the subject of the Strike Team's first extra-meeting activity. By conducting this fact-finding and opinion-sharing activity outside of the meeting and on their own timeline, each team member was able to contribute their unfiltered thoughts on the building they will need to build, which by that time was being referred to as "the best footprint".

Shortly afterward, the Strike Team members participated in the individual interviews (B.1-5) focusing on where that building should be built. These interviews were the second and final extra-meeting activity of the Strike Team, and they offered a secure and private setting for each team member to discuss and share their own knowledge and desires about the building's current and future location. The pooled knowledge was shared with the Strike Team as a whole, and the content of these interviews heavily influenced the first draft set of site selection criteria. The interviews also contributed to the list of sites evaluated in this report.

With the individual activities completed, the stage was set for equal participation in the remaining group meetings. The second Strike Team meeting (B.1-6) started the first cycle of the Strike Team's iterative reviews. After agreeing to their ground rules (B.1-7) this meeting introduced the framework of this final report, beginning with a review of the programmatic needs handout and the rooms contributing to the best footprint, continuing with a draft list of site selection criteria and site evaluation factors, and finishing with a draft list of potential sites to be reviewed. Several decisions were made at this meeting, and by finalizing the building's programmatic needs, the Strike Team achieved their first milestone, demonstrating how their process successfully combined historic context, staff guidance, and individual Strike Team member opinions to form group consensus.

Figure 1.2-2 Consensus Building and Decision Making Process



This dynamic, illustrated in Figure 1.2-2, was the template for the Strike Team’s overall decision making efforts, and the third Strike Team meeting’s (B.1-8) review of site selection criteria provides another prime example. The initial draft set of 38 evaluation factors had been developed by staff based on individual interviews and professional industry guidance. Through an intense group work session, the Strike Team eliminated unnecessary factors, discussed the method of measurement for each factor, and established the relative importance of each factor. The resulting 31 weighted evaluation factors form the basis for the Strike Team’s final decision on “the best piece of dirt”.

The fourth and final Strike Team meeting (B.1-9) collected all the previous decisions and focused on reviewing the draft “Best of the Best” site list, evaluating the success of their effort and discussing next steps. In the days following the meeting, the Strike Team settled on the final prioritization of sites as listed in Appendix A. The continued success of their work will depend on the actions taken by the partner agencies that formed the Strike Team.

## **Section 2—Action Plan**

The Strike Team has successfully identified the best footprint and the best piece of dirt for a new fire hall, but their success will not directly lead to construction of a new station. A great deal of design, negotiation, and fundraising will be necessary for that to happen. This section identifies near-term next steps that should be considered to advance the Strike Team's effort toward final construction.

### **2.1 – Next Steps**

This section includes 7-8 actions that will help ensure the Strike Team's work was not conducted in vain. Each of these actions is contained in the 4 columns of Figure 2.1-1 and includes information about how each action can be achieved. When viewed as a whole, the 4 columns serve as an action plan designating what, when and how steps should be taken and who should take them. Because the final determinations on this action plan rely on factors external to the Strike Team, this matrix presents only a template and potential actions for consideration by the 4 partner agencies in a larger group setting, but does not specifically recommend the actions listed.

#### **Action**

The first column of the matrix describes *what* should be done through a list of concise Actions.

#### **Responsible Partner**

The Responsible Partner column describes *who* is expected to undertake an Action by listing the name of one or more partner agencies. As lead, the agencies listed in this column should ensure each action is carried out in an appropriate manner.

#### **Timeframe**

The Timeframe column acts as a guide for future agency work plans by establishing priorities for implementation. The timeframe indicates *when* an Action should be undertaken by designating the increments of time after certain other actions are taken.

#### **Funding**

The final column, Funding, helps the partner agencies determine *how* each Action can be accomplished and sets the stage for future discussions on cost sharing for this project.



Figure 2.1-1 Action Plan

Action	Responsible Partner	Timeframe	Funding
1-Organize joint agency meeting to complete the remainder of this Action Plan.	City.	Days after final Strike Team meeting	>\$100
2- Develop interlocal agreement regarding responsibilities and funding of final Action Plan's tasks.		Days after joint agency meeting	\$100-\$1,000
3- Contract with real estate professional to approach and negotiate with "best of the best" property owners.		Days after interlocal agreement	
4- Contract with Design professionals to refine building program and evaluate final site for feasibility.		Weeks after interlocal agreement	
5- Purchase final site.			\$50,000+
6- Track financial and in-kind contributions to site selection and land development activities.		Concurrent with all above actions	>\$100
7- Obtain outside grant, loan, or bond funding for above activities.		Concurrent with above actions	\$1,000-\$10,000
TBD- Conduct more in-depth feasibility studies of other appealing sites not on the "best of the best" list.		As necessary	\$10,000-\$50,000
TBD-			

## Section 3—Programmatic Needs

The specific goal of the Stevenson Fire Hall Strike Team was to identify the best footprint and the best piece of dirt for a new fire hall. This section of the report describes the “best footprint”, the process the Strike Team used to identify it, and the specific rooms considered for inclusion.

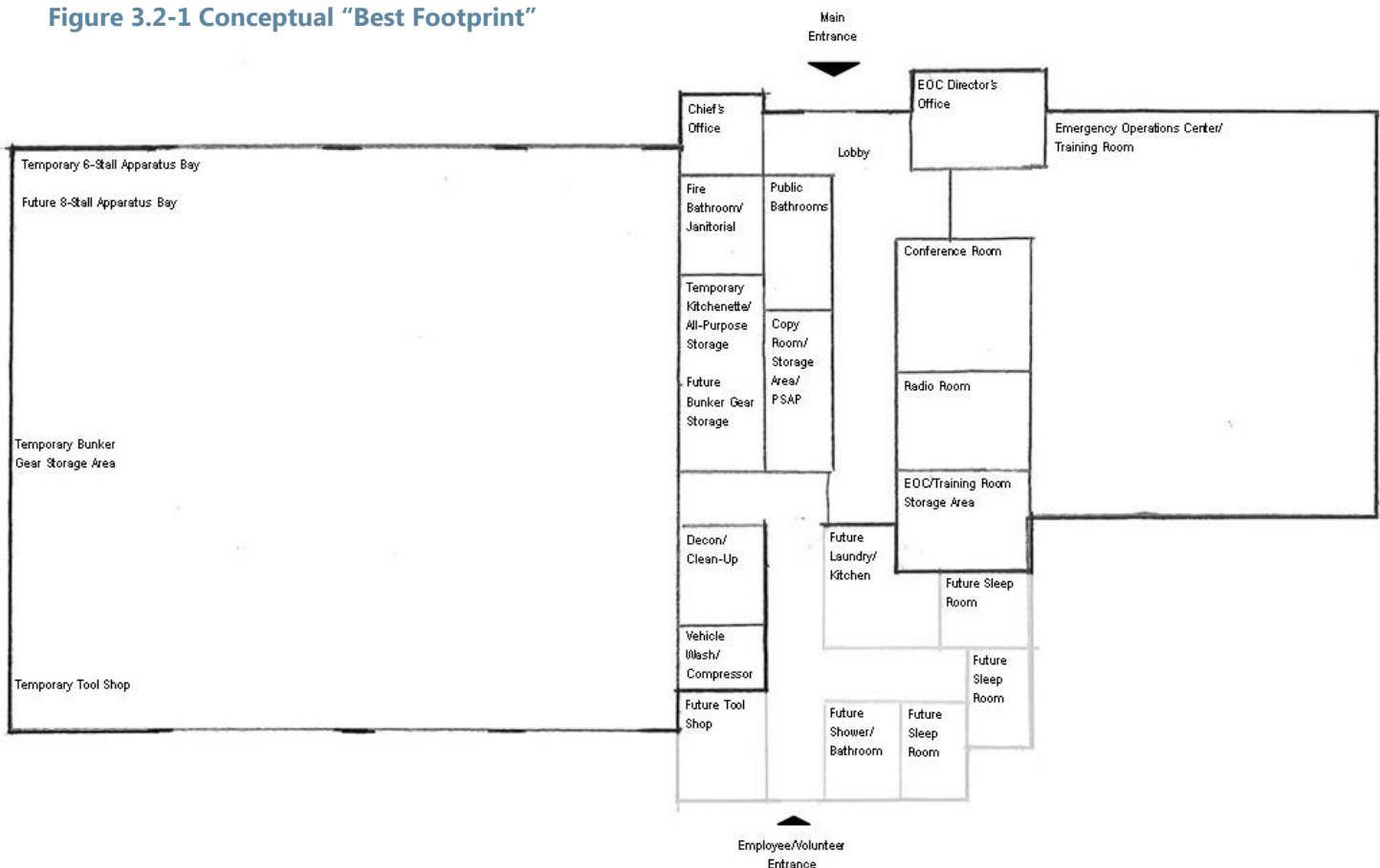
### 3.1 – RiceFergusMiller Contributions

The Strike Team lacked assistance from design professionals for the development of the footprint below. However, the detailed work done by RiceFergusMiller in 2013 provided an outstanding resource for the Strike Team to rely on when determining the appropriate size of rooms and the appropriate proximities of rooms with similar or conflicting purposes. The visualizations produced by that architectural firm gave form to the Strike Team’s discussions and heavily influenced the illustrations of this chapter.

### 3.2 – Best Building Footprint

Figure 3.2-1 shows the conceptual “best footprint” based on the Strike Team’s programmatic analysis. The footprint has a proposed initial first floor square footage of ~9,700 and programmed expansion could take the footprint to over 11,000 square feet if sleep and service rooms are added for career firefighters.

Figure 3.2-1 Conceptual “Best Footprint”



Based on this footprint alone, a lot measuring 90'x170' at a *minimum* is needed to house the building. More realistically, a second rectangle measuring 200'x170' was used to evaluate Buildable Area in the Site Selection Matrix. This larger area provides space adequate for ~30 parking spaces and full drive through bays if these amenities are included in the final program,

### 3.3 – Programmatic Analysis

The Strike Team conducted a two-part process to determine programmatic needs for the new facility. First, Strike Team members were asked to individually determine future facility needs. Afterwards, these collected needs were reviewed by the larger group.

As individuals, Strike Team members were given handouts tailored to the needs of the agency they represented (Appendix B.1-4). The handouts summarized current and future demographic trends, current facilities, and the programmatic needs established during the 2013 effort. Members were then asked to verify whether specific rooms recommended in 2013 should be kept or removed from the new facility's program. Other questions focused on predictable future changes to the services each agency provides, such as likely number of paid/volunteer staff and whether other agencies or functions should be included in the new facility's program.

The collected results of the individual programmatic handouts were reported back to the full Strike Team where wants were distinguished from needs before the best footprint was determined. The individual responses are included in Figure 3.3-1 and organized under headings to describe needs as "Current Priorities" and wants as "Future Priorities".

Figure 3.3-1 Programmatic Needs & Wants

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
<b>Consensus Needs: Current Priorities</b>						
<b>8- Stall Apparatus Bay</b>	Remove	Keep	-	Keep	Remove	-
<b>Clean-up/ Decon Area</b>	Keep	Keep	-	Keep	Keep	-
<b>Fire Storage Area</b>	Keep	Keep	-	Keep	Keep	-
<b>Tool Shop</b>	Remove	Keep	-	Keep	Keep	-
<b>Fire Chief's Office</b>	Remove	Keep	-	Keep	Keep	-
<b>Restrooms</b>	Keep	Keep	Keep	Keep	Keep	Keep
<b>Lobby</b>	Keep	Keep	-	Keep	Keep	-
<b>Training Room/EOC</b>	-	Keep	Keep	Keep	Keep	Keep
<b>Training/EOC Storage</b>	Remove	Keep	Keep	Keep	Keep	Keep
<b>EOC Director's Office</b>	-	-	Keep	-	-	Keep
<b>Radio Room</b>	-	-	Keep	-	-	Keep
<b>Utility Rooms</b>	Remove	Keep	-	Keep	Keep	-
<b>Consensus Wants: Future Priorities</b>						
<b>Sleeping Room</b>	Keep	Remove	Keep	Keep	Remove	Keep
<b>Shower Room</b>	Keep	Keep	Keep	Keep	Remove	Keep
<b>Laundry Room</b>	Remove	Remove	-	Keep	Remove	-
<b>Copy Room</b>	Remove	Keep	Keep	Remove	Remove	Keep

**Consensus Removal: Unnecessary**

<b>6-Stall Apparatus Bay</b>	Keep	Remove	-	Remove	Keep	-
<b>Library</b>	Remove	Remove	-	Remove	Remove	-
<b>Computer Lab</b>	Remove	Remove	-	Remove	Remove	-
<b>Kitchen/Dining Areas</b>	Keep	Keep	Keep	Keep	Remove	Keep
<b>Day Room</b>	Remove	Remove	Keep	Keep	Remove	Keep
<b>Fitness Room</b>	Keep	Keep	Remove	Keep	Remove	Remove

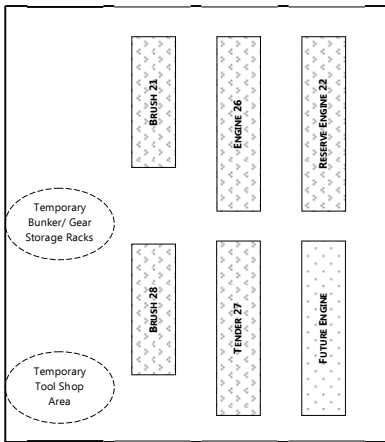
### 3.4 – Room Descriptions

The conceptual best footprint is a combination of the rooms in Figure 3.4-1. This figure collects in-depth descriptions of each room in the program and lists several design notes to be considered as the partner agencies refine the conceptual layout and design the final building. Many of these design notes are transferred directly from the 2013 report and others have been added based on the Strike Team’s discussions. As the partner agencies finalize the purchase of the future fire hall site and determine the final building design, Figure 3.4-1 can be used as an important guide for decisions about what occurs when, where specific building components or programmed future additions are located, and how decisions were made during this effort.

**Figure 3.4-1 Room-by-Room Analysis**

**Current Priorities**

**Apparatus Bay**



**Size:**

80'x70'  
5,600 sq ft

**Accommodates:**

6 Vehicles (initially)  
8 Vehicles (future)

**Agencies Sharing:**

FD & DEM

**Description:**

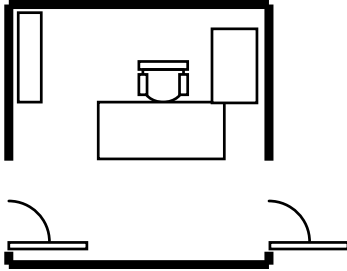
A necessity for firefighter operations, the only question about the apparatus bay is how many vehicles it should accommodate. Placement of the apparatus bay on the exterior wall of the building will enable future expansion if growth or other needs warrant.

**Design Notes:**

- Drive-through bays preferred.
- WAC 296-305 requires 5' clearance in front, behind, and between apparatus.
- All bays identical allowing maximum flexibility on vehicle arrangement and stacking.
- Apparatus bay can be vacated during EOC activation for gathering and media briefing space.
- Temporary bunker gear storage, tool shop, miscellaneous storage in expansion bay.
- Diesel exhaust capture system necessary.
- Overhead doors: 14' wide x 14' tall.
- Apparatus bay can be used from time to time for indoor training by FD & DEM.
- Apparatus bay can be used as a shelter during a regional disaster.
- Door headers for fourth bay may be roughed-in initially to allow future installation of doors when need arises.

**Current Priorities**

**Fire Chief's Office**



**Size:**  
10'x10'  
100 sq ft

**Accommodates:**  
1-2 individuals,  
Desk,  
Cabinets, etc.

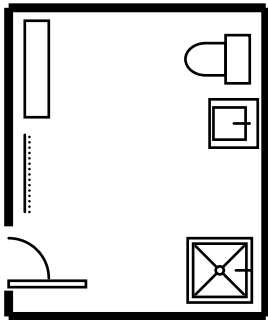
**Agencies Sharing:**  
FD

**Description:**  
Important to administrative functions of the fire department and for disciplinary meetings, this room will provide the volunteer or career fire chief with the space needed to perform required duties.

**Design Notes:**

- Direct access to apparatus bay is highly desirable.
- Direct access to public lobby is desirable.

**Fire Restroom/Janitorial**



**Size:**  
12'x10'  
120 sq ft

**Accommodates:**  
Single occupancy  
restroom,  
Deep mop sink,  
Mop rack,  
Shelving

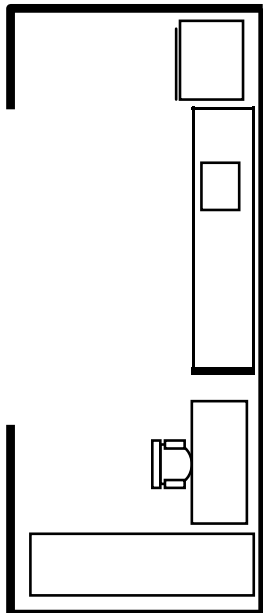
**Agencies Sharing:**  
FD

**Description:**  
This room serves an obvious need in the facility and allows for storage of other maintenance products and supplies.

**Design Notes:**

- Direct access to apparatus bay is highly desirable.
- Constructed with concrete floor and scrubbable wall panels, floor to ceiling.

**Fire Storage Room**



**Size:**  
24'x10'  
240 sq ft

**Accommodates:**  
Kitchenette  
(temporary),  
Desk (temporary),  
Miscellaneous  
storage,  
Bunker/gear storage  
(future),

**Agencies Sharing:**  
FD

**Description:**  
A room built for the future but providing immediate benefits, the eventual bunker/gear storage room can be built with a small kitchenette and serve the functions of other rooms that are not initially constructed (office, copy room, storage).

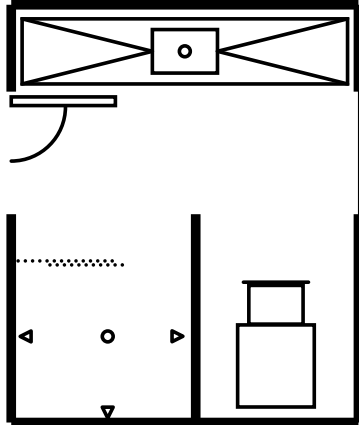
**Design Notes:**

- Direct access to apparatus bay is vital.
- Future location of bunker/gear storage.
- Metal shelving and/or racks for miscellaneous equipment and supply storage.
- Interim use as office space, kitchenette, cot storage.



**Current Priorities**

**Clean-up/Decontamination Room**



**Size:**  
12'x10'  
120 sq ft

**Accommodates:**  
3 Shower heads,  
Extractor,  
Sink

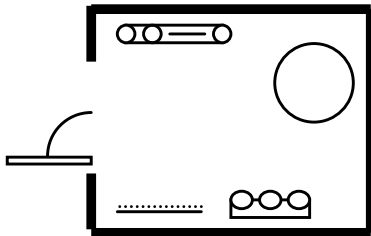
**Agencies Sharing:**  
FD

**Description:**  
Emergencies see fire fighters put at risk of contamination from hazardous materials in structures or carried on the roads, from fecal coliform in flooded waterways, and from infectious diseases on the outside and inside of their turnout gear. The decontamination room ensures fire fighters and their turnout gear can be cleaned up when the emergency is over.

**Design Notes:**

- Direct access to apparatus bay is vital.
- Direct access to career firefighter living quarters/showers is highly desirable.
- Space is reserved for a stainless steel sink and drainboards and a walk-in shower for cleaning equipment and personal decontamination.
- Room includes space for an extractor to wash turnout/ bunker gear and contaminated clothing.
- Cabinet storage space is available above sink and along walls.

**Utility Room (Sprinkler Risers, Vehicle Wash Equipment, Compressor)**



**Size:**  
10'x8'  
80 sq ft

**Accommodates:**  
Air compressor (shop air),  
Vehicle wash soap and brushes,  
Sprinkler risers

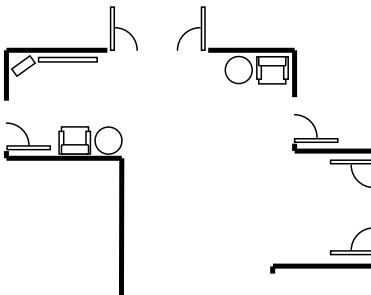
**Agencies Sharing:**  
FD

**Description:**  
The fire department's service vehicles require cleaning and refilling after call-outs. This room provides for conveniences not currently available and will allow firefighters to perform the necessary vehicle upkeep indoors.

**Design Notes:**

- Direct access to apparatus bay is vital.
- Exterior access to this room is desirable.

**Public Lobby**



**Size:**  
18'x7'  
126 sq ft

**Accommodates:**  
Public Education  
Material  
Waiting chairs

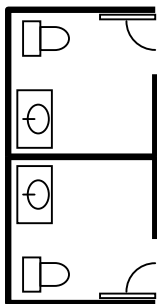
**Agencies Sharing:**  
FD, DEM

**Description:**  
The fire department's service vehicles require cleaning and refilling after call-outs. This room provides for conveniences not currently available and will allow firefighters to perform the necessary vehicle upkeep indoors.

**Design Notes:**

- Direct access to EOC is vital.
- Direct or line-of-sight access to EOC Director's Office is vital.
- Direct access to fire chief's office is desirable.
- All doors to Lobby can be locked down when EOC is activated.

**Public Restrooms**



**Size:**  
8'x8' (x2)  
126 sq ft

**Accommodates:**  
2 single-occupancy restrooms

**Agencies Sharing:**  
FD, DEM

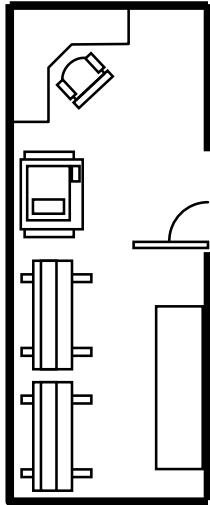
**Description:**  
These restrooms will serve the needs of the building's employees and visitors.

**Design Notes:**

- Direct access to lobby is highly desirable.
- Convenient access to EOC is highly desirable.

**Current Priorities**

**Copy/Supply/Storage Room**



**Size:**  
8'x20'  
160 sq ft

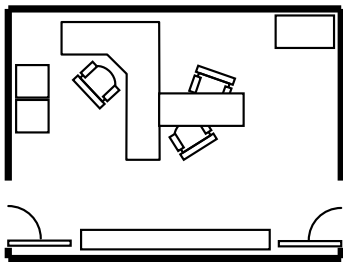
**Accommodates:**  
Alternate PSAP,  
Copier,  
Plotter,  
Scanner  
Office supply storage,  
Work counter

**Agencies Sharing:**  
FD, DEM

**Description:**  
Described as a "want" more than a "need", this room can serve flexible purposes until a larger need arises. Possible uses include copy room, break room, Alternate PSAP, etc.

- Design Notes:**
- Convenient access to Fire Chief and EOC Director's offices is desirable.
  - Room may house communications equipment
  - Room can accommodate the PSAP (back-up 911 dispatch).
  - Cabinet and shelf storage for books, files, and back-up equipment is available above equipment and along walls.

**EOC Director's Office**



**Size:**  
12'x16'  
192 sq ft

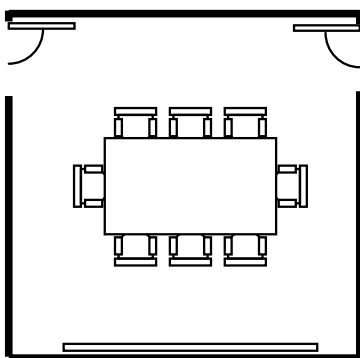
**Accommodates:**  
1-3 individuals  
Desks,  
Cabinets, etc.

**Agencies Sharing:**  
DEM

**Description:**  
Initially, the EOC Director will be the only paid staff at the new facility. Dedicated and secure space for this position is important under normal circumstances and essential during emergencies.

- Design Notes:**
- Direct or line-of-sight access to Public Lobby is vital.
  - Direct access to EOC is vital.
  - Convenient access to Radio Room and Conference Room is vital.

**Conference Room**



**Size:**  
16'x16'  
256 sq ft

**Accommodates:**  
Large conference table for 8+,  
Whiteboard,  
Projector hookups

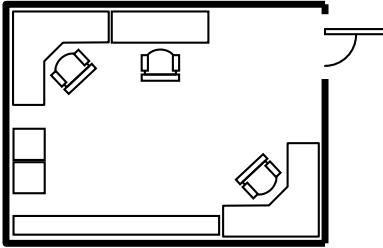
**Agencies Sharing:**  
DEM, FD

**Description:**  
This multi-purpose conference room can be used by the fire department for board meetings and the quickly converted for use by the Planning Section of the EOC during activation.

- Design Notes:**
- Direct access to EOC is vital.
  - Convenient access to Fire Chief's Office and Apparatus Bay is highly desirable.
  - Doors to Lobby can be locked down when EOC is activated.

**Current Priorities**

**EOC Radio Room**



**Size:**  
12'x16'  
192 sq ft

**Accommodates:**  
3 Individuals,  
Alternate PSAP,  
Multiple radio  
systems

**Agencies Sharing:**  
DEM

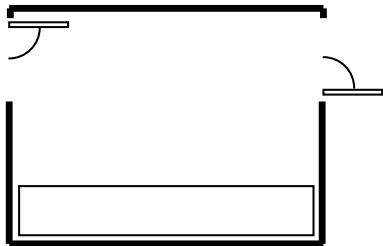
**Description:**

The EOC coordinates the efforts of multiple emergency responders, policy makers, and other outside actors by establishing and communicating clear information, goals and tactics. This function cannot occur unless it is linked to those people with reliable modes of communication. The radio room serves that purpose.

**Design Notes:**

- Direct access to EOC is vital.
- Convenient access to EOC Director's Office is highly desirable.
- Room houses various radios and communications devices
- Room can accommodate the PSAP (back-up 911 dispatch).
- Cabinet and shelf storage for books, files, and back-up equipment is available above radios and along walls.
- Location with windows along an exterior wall allows radio and dispatch operators to rapidly assess/report environmental conditions (rain, smoke, snow, wind).

**Training Room/EOC Storage Areas**



**Size:**  
12'x16'  
192 sq ft

**Accommodates:**  
Movable furniture,  
Office supplies

**Agencies Sharing:**  
FD, DEM

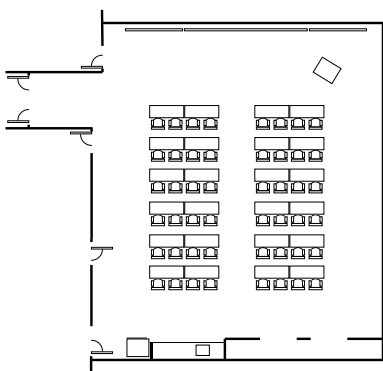
**Description:**

This storage area allows quick and convenient activation of the EOC. Furniture set up in normal circumstances can be easily stowed away for maximum flexibility of uses and reconfigured when EOC is activated.

**Design Notes:**

- Direct access to EOC is vital.
- Convenient access to Apparatus Bay is desirable.
- Storage area size and dimensions are highly flexible and based on furniture size/stackability.

**Joint Training Room/Emergency Operations Center**



**Size:**  
48'x36'  
1,920 sq ft

**Accommodates:**  
50 individuals,  
Kitchenette,  
Projector hookups,  
Sound system

**Agencies Sharing:**  
DEM, FD

**Description:**

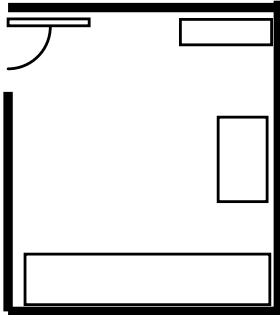
Under normal circumstances, this room will be setup as a joint training room for the agencies or available for public meeting space. During emergencies, the movable partitions, tables, and chairs can be reconfigured as the Emergency Operations Center.

**Design Notes:**

- Direct access to Public Lobby is vital.
- Direct access to EOC Director's Office, Radio Room, and Conference Room is vital.
- Entries can be locked down and secured when EOC is activated.
- All furniture is mobile.
- Standard furniture layout accommodates 48 individuals.
- Alternate EOC layout accommodates 40 to 50 individuals when necessary.

Future Priorities

Tool Shop



**Size:**  
10'x 11'  
110 sq ft

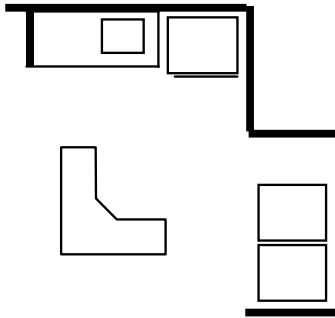
**Accommodates:**  
Work bench,  
Tool chest for  
mechanic tools,  
Flammable storage  
locker

**Agencies Sharing:**  
FD

**Description:**  
When the 4<sup>th</sup> stall of the apparatus bay is necessary, a new area will be needed for the tool shop. This small room will house the equipment necessary for maintenance of trucks and equipment.

- Design Notes:**
- Direct access to Apparatus Bay is vital.
  - Exterior access is desirable.
  - Minor vehicle repair and maintenance can occur with the tools in this shop.
  - Storage for flammable liquids (paints, solvents, lawn mower gas, etc.) can be placed in the flammable storage locker.

Kitchen/Dining/Laundry Room



**Size:**  
14'x 14'  
196 sq ft

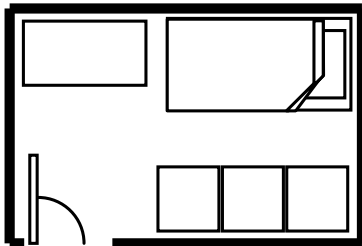
**Accommodates:**  
Refrigerator,  
Washer/dryer,  
Pantry,  
Counter spaces

**Agencies Sharing:**  
FD, DEM

**Description:**  
Necessary only if sleep rooms are added for career firefighters, this all-purpose area provides common living spaces for employees, including kitchen, dining, and laundry areas.

- Design Notes:**
- Convenient access to Apparatus Bay is vital.
  - Convenient access to secondary entry door is highly desirable.
  - Primarily used by the FD, the Kitchen can be used by DEM during extended EOC activation.

Sleep Rooms (x3)



**Size:**  
9'x12'  
196 sq ft

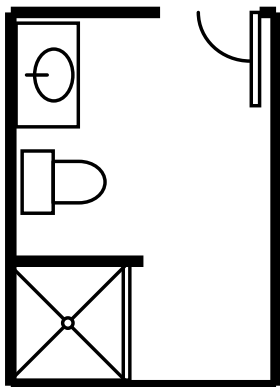
**Accommodates:**  
Bed,  
Desk,  
Wardrobe lockers

**Agencies Sharing:**  
FD, DEM

**Description:**  
Necessary only if career firefighters are required, these rooms will allow for rapid 24-hour fire emergency response.

- Design Notes:**
- Convenient access to Apparatus Bay is vital.
  - Convenient access to secondary entry door is highly desirable.
  - Primarily used by the FD, the Sleep Rooms can be used by DEM during extended EOC activation.

Shower/Restroom



**Size:**  
9'x12'  
196 sq ft

**Accommodates:**  
Single-occupancy  
bathroom & shower

**Agencies Sharing:**  
FD, DEM

**Description:**  
Necessary only if sleep rooms are added for career firefighters, this restroom includes a shower for employees to use after calls.

- Design Notes:**
- Convenient access to Apparatus Bay is vital.
  - Convenient access to secondary entry door is highly desirable.
  - Primarily used by the FD, the Shower/Restroom can be used by DEM during extended EOC activation.

## Section 4 – Site Selection Criteria

The specific goal of the Stevenson Fire Hall Strike Team was to identify the best footprint and the best piece of dirt for a new fire hall. This section of the report describes the process, criteria, and assessment factors the Strike Team used to determine which property is the “best piece of dirt”.

### 4.1 – Site Selection Criteria

In order to identify the “best” piece of dirt, the Strike Team first needed to determine what made any particular piece of dirt good or bad. This occurred over a 4-step process. The first step was conducted in-house by staff and based on professional industry guidance for site selection factors. The American Planning Association, the City of Scottsdale, Arizona, the journal *Natural Hazards and Earth System Sciences*, and the Orange County Fire Authority provided the most well-worn of the guidance documents. The information in them was used to frame the questions of the second part of criteria selection process, Individual Interviews (Appendix B.1-5). These interviews allowed each Strike Team member an opportunity to discuss the importance of specific factors for Stevenson’s specific setting at this specific time.

The third part of determining Site Selection Criteria combined the efforts of the earlier work and presented the Strike Team with a list of 7 Site Selection Criteria: Property Characteristics, Response Access, Access Roads, Proximity to Hazards, Utility Availability, Land Availability, and Public Perception. These criteria depended on an extensive list of 38 distinct Evaluation Factors, which included several alternate and/or supplemental Factors. In the fourth part of this process, the Strike Team narrowed this list to the 31 most important and usable Evaluation Factors. These were then weighted to produce the final Site Selection Matrix. Figures 4.1-1 through 4.1-7 describe each Site Selection Criterion and Evaluation Factor.

**Figure 4.1-1 Site Selection Criteria & Evaluation Factors—Property Characteristics**

#### **Property Characteristics**

An obvious consideration in identifying the “best piece of dirt”, this Site Selection Criterion focuses on the dirt itself based on Buildable Space, Property Depth, Property Width, Property Configuration, and Presence of Improvements.

**Buildable Space** – One of the single most important factors in this search, buildable space depends on a complex interrelationship between property size, property shape, programmatic layout, desired and required parking, zoning setback & build-to lines, and environmental constraints. As an Evaluation Factor, Buildable space has been substantially modified since the 2013 analysis, which was more generalized and characterized mostly in terms of parking needs. Though this reports gives only a few short words to the factor, completing the buildable space analysis, was a major task in the Strike Team’s effort.

**Property Width** – Similar to Buildable Space, this Evaluation Factor helps determine if the “Best Footprint” from the Programmatic Needs analysis will fit on a site. This Factor relies on the SMC 16.16.130 to determine the location at which property width is measured.

**Property Depth** – This factor has been carried over from the RiceFergusMiller report after the Strike Team confirmed Programmatic Needs for the new facility. As described in that report: “It is desirable to have a paved apron in front of the apparatus bay equal in depth to the agency’s longest vehicle. This provides maneuvering space in front of the station for these large vehicles, an outdoor place for rig checks, and good sightlines as the emergency vehicles



---

enter the road.” Programmatic Needs carried over from the 2013 report include the desire to have “drive-through” apparatus bays 80’ deep.

---

**Property Configuration** – This factor also helps determine whether a drive-through structure will be possible, by evaluating whether the property has multiple access points or other aspects facilitating the possibility of them. The subjective nature of this Evaluation Factor is partially offset by a numeric evaluation of the number of lot lines adjacent to streets.

---

**Presence of Improvements** – The ideal property for a new fire station may already be occupied by another use. This factor describes whether the properties have existing structures, and if so whether those structures would need to be removed before building the new fire station.

---

**Figure 4.1-2 Site Selection Criteria & Evaluation Factors—Response Access**

### Response Access

When responding to a structure fire or motor vehicle accident, seconds mean the difference between life or death for those in need. The following Evaluation Factors focus on where sites are located in relation to where the fire fighters will respond: Distance to Structures, Distance to Highway, Intersections to Structures, Intersections to Highway, Relationship to BNSF Railroad, Relationship to Highway 14, and Relationship to 1<sup>st</sup> Street.

---

**Distance to Structures** – Responding to structure fires is a 12-month a year concern for fire fighters and the ideal fire station will be centrally located to the buildings it protects. This factor provides a map-based determination of the road miles between potential sites and the geographic center of all addresses in the fire service area.

---

**Intersections to Structures** – Most fire fighter injuries happen on the drive to or from an incident, and the number of intersections along that drive increases that injury risk. This factor evaluates the number of intersections separating potential sites from the geographic center of addresses.

---

**Distance to Highway** – The second primary concern for fire responders is to assist with motor vehicle accidents, most of which occur on Highway 14. This factor measures the road miles between potential sites and the east-west midpoint of Highway 14 within the service area.

---

**Intersections to Highway** – To ensure safety of fire fighters and others on the road, firetruck drivers must obey all traffic laws on the way to a scene. However, the community wants fire fighters to respond to calls for services, not sit at stop signs or get in accidents on their way. This factor helps establish a middle ground by counting the number of intersections separating potential sites from the east-west midpoint of Highway 14.

---

**Relationship to BNSF Railroad** – Losing lives or property because of delays caused by railroad cars is unacceptable, and the predictable number of incidents occurring on the north side of the BNSF railroad is far greater than those to the south. This all-important factor prioritizes properties on the north side of the tracks.

---

**Relationship to Highway 14** – The volunteer fire fighters are subject to traffic-based delays both while rallying to the fire hall and while responding to the scene. Avoiding Highway 14’s high traffic areas will improve response times in both of these instances. This factor helps prioritize properties on the north side of the highway.

---

**Relationship to 1<sup>st</sup> Street** – Similar traffic related concerns exist for properties south of 1<sup>st</sup> Street. This factor helps prioritize properties on the north side of that street, which one day may also be part of the highway system.

---

**Figure 4.1-3 Site Selection Criteria & Evaluation Factors—Access Roads**

### Access Roads

The drive to and from incidents is more hazardous to fire fighters than their actual time at the scene. Many of these hazards are based on the road immediately serving the station. This Site Selection Criterion helps ensure that roads serving the fire station suitably avoid those hazards and evaluates: Functional Classification, Road Width, Road Direction, and Road Stewardship.

---

**Functional Classification** – Certain roads are intended, designed, and used to carry more traffic than others. The Federal Functional Classification System categorizes these roads, and helps further the Strike Team’s effort to avoid, but have quick access to the highest traffic roadways.

---

---

**Road Width** – Fire trucks are big, far bigger than most other vehicles on Stevenson’s roadways. This factor deals with the width of the roadway adjacent to potential sites because of its impact on firetruck turning movements and the safety of fire fighters and other users of the roadway.

---

**Road Direction** – Very few roads in Stevenson are one-way, and siting the new fire station on one of these roads would unnecessarily increase response times. This factor helps to avoid that outcome.

---

**Road Stewardship** – The type of road serving potential sites matters for short-term construction and long-term maintenance needs. By prioritizing public roads, this factor helps fire fighters concentrate on emergency response, not pothole repair or snow plowing.

---

**Figure 4.1-4 Site Selection Criteria & Evaluation Factors—Proximity to Hazards**

**Proximity to Hazards**

In a mass emergency, the public is counting on the operational capacities of the fire department, and the ideal site of a new station will ensure these capacities are available to serve others when hazards become disasters. Evaluating sites to avoid those hazards involves Floodplains, Landslide Hazard Areas, Contamination, Proximity to Railroad, Proximity to Pipelines, and Proximity to BPA Powerlines.

---

**Floodplains** – So little of Stevenson is subject to flood hazards that it makes finding sites outside of floodplains extremely easy, and unnecessarily prioritizing a site within them would be shameful. This Evaluation Factor helps avoid that shame.

---

**Landslide Hazard Areas** – Quite the opposite of floodplains, Stevenson has many geological hazards to deal with. This all important factor evaluates the hazard potential of sites under consideration based on the Stevenson Critical Areas Map.

---

**Contamination** – Pollution of soils and waters on former industrial sites or gas stations poses problems for fire hall construction based on health risks and clean-up costs. Not all contaminated properties are known, and not all former industrial sites are contaminated. This factor helps establish a rationale for avoiding known hazards and conducting additional investigation at unknown sites.

---

**Proximity to Railroads** – Railroad derailments are one of the major events predicted by Stevenson’s emergency responders. Major derailments or derailments of trains carrying hazardous materials could render buildings in that area inaccessible. The community cannot afford to lose its fire fighters in such a scenario, and this factor helps avoid that outcome.

---

**Proximity to Pipelines** – Another predictable emergency event, gas pipelines could incapacitate a fire station if built too close to the known hazard. This factor evaluates the distance of sites to the gas transmission pipeline through Stevenson.

---

**Proximity to BPA Powerlines** – A potential hazard based on electrical current and sparks thrown from down lines, BPA’s high voltage transmission lines also hinder wireless communications. This Evaluation Factor determines potential sites’ vulnerability to these threats.

---

**Figure 4.1-5 Site Selection Criteria & Evaluation Factors—Utility Availability**

**Utility Availability**

The new fire station will require connection to a public water line and access to broadband (ideally fiber optic) communications networks. Connection to other utilities is also important, and this Site Selection Criterion evaluates the current availability of Water, Broadband/Fiber Optics, Sewer, and Natural Gas.

---

**Water** – Whether it arrives by truck, hydrant, pump, or bucket brigade, fire fighters need water. This Evaluation Factor determines whether an adequate water supply is available at the building site or if expansion of a water system is necessary.

---

**Broadband/Fiber Optics** – The communication ability of multiple emergency responders is extremely important and increases as the scale of the emergency increases. This factor ensures the Emergency Operations Center will have reliable access to high-speed communication networks.

---

---

**Sewer** – Septic systems require space on a property and ongoing maintenance by the system’s owner. The Strike Team prefers to avoid these concerns by connecting to a public sewer system. This factor determines whether sewer is realistically available to potential sites.

---

**Natural Gas** – Natural gas provides reliable fuel for generators in electrical outages and a cost effective way to maintain temperatures suitable for firetrucks’ diesel engines. This factor evaluates the availability of natural gas at potential sites.

---

**Figure 4.1-6 Site Selection Criteria & Evaluation Factors—Land Availability**

### Land Availability

One of the major unknown costs in the pursuit of a new site for the fire hall is the value different land owners will place on their property. A key aspect of successful real estate transactions matches willing sellers with willing buyers who place similar values on the property changing hands. The Evaluation Factors below explain how the Strike Team determine where willing sellers exist and the value owners place on their property.

---

**Current Listing** – The simplest way to identify willing sellers, this Evaluation Factor describes whether properties are currently on the market.

---

**Recent Sales** – An imperfect proxy for likely purchase price, this Evaluation Factor describes the date the property last sold. A more recent sales date is assumed to have cost its owner more than an older date, and the sell-on profit motive is assumed to increase likely price.

---

**Property Stewardship** – Seeking properties that are publicly-owned presents easily identifiable benefits. Even more benefits can be realized if the potential site is owned by one of the Strike Team’s Partner agencies. This factor describes current property ownership.

---

**Figure 4.1-7 Site Selection Criteria & Evaluation Factors—Public Perception**

### Public Perception

Dollars are short, needs are many. The partner agencies constructing a new fire hall will be faced with their first big expenditure in many years, and there is a built-in desire to make sure the public is as satisfied as possible with the direction before and after that expenditure is made. This Site Selection Criterion accounts for the political realities faced by the partner agencies in terms of Community Visibility and Multiple Public Goods.

---

**Community Visibility** – A marquee location in the City could be an effective way to ensure the fire department is valued as a vital part of the community. This Evaluation Factor helps determine whether potential sites assist in that perception.

---

**Multiple Public Goods** – The more public goals that can be accomplished with the same public dollar, the more sustainable the Stevenson community will be moving into the future. This factor identifies where the construction of a new fire station creates a nexus to achieve other desirable public policies and goals.

---

## 4.2 – Potential Site List

Developing the list of sites to evaluate according to these criteria was an equally important action for the Strike Team. The final list of 52 properties was developed over a three part process. The first part, conducted during the Individual Interviews, presented Strike Team members with the list of 8 sites evaluated in detail by RiceFergusMiller in 2013 and asked if additional sites should be reviewed during this update. The second step was completed as part of a detailed staff review of vacant and underdeveloped properties in the Fire Department’s

service area. Group discussions at Strike Team meetings supplemented the earlier draft lists and completed this process. The full list of the 52 sites, their owners, and their addresses is available in Figure A.1-1.

### **4.3 – Site Selection Matrix**

Appendix A includes the full Site Selection Matrix which evaluates each property from the Potential Site List according to the specifically weighted Site Selection Criteria. The aggregate score of each Evaluation Factor was then used to develop the final “Best of the Best”, “Rest of the Best”, and “Rest” lists. While the Strike Team is satisfied with the thoroughness of their effort, it is aware that new sites or relevant selection factors may reveal themselves before a property is purchased. The detailed descriptions in Appendix A enable rapid analysis of future sites and equally rapid incorporation or reweighting of evaluation factors in future analyses.





## **Appendix B – Strike Team Materials**

The following materials were reviewed and created by the Strike Team during the development of this report. This catalogue of materials is presented here in part to help demonstrate the Strike Team's planning process, in part to help future users evaluate the Strike Team's work, and in part to assist future planning efforts of fire and emergency service responders. This catalogue includes:

Figure B.1-1 – Planning Department Scope of Work

Figure B.1-2 – Strike Team Initiation Email

Figure B.1-3 – First Strike Team Meeting Agenda and Notes

Figure B.1-4 – Programmatic Handouts (Department of Emergency Management and Fire Department)

Figure B.1-5 – Individual Interviews

Figure B.1-6 – Second Strike Team Meeting Agenda and Notes

Figure B.1-7 – Strike Team Ground Rules

Figure B.1-8 – Third Strike Team Meeting Agenda and Notes

Figure B.1-9 – Fourth Strike Team Meeting Agenda and Notes

Figure B.1-1 – Planning Department Scope of Work

**Joint Fire/Emergency Facility Site Selection-**

**Stevenson Planning Department Proposed Scope of Work**

**Purpose/Goal:** The following scope of work is presented to assist the City of Stevenson, Skamania County Fire District #2, the Skamania County Sheriff’s Office Department of Emergency Management, and Stevenson Fire Department as they assess future needs in this growing community and consider the development of a new building to serve those needs.

The specific goal of this project is to prioritize a list of real properties that could accommodate a new facility for fire response and emergency management services.

The Planning Department understands the project partners have attempted to reach a similar goal in the past. That effort was productive in that it collected and analyzed information on future needs and reduced the total number of partners and resulting complexity involved in the project. Unfortunately, that effort also strained the relationship of the project partners and the process has struggled to move forward as the need for a new analysis became clear.

As this renewed effort proceeds toward its stated goal, Planning staff will create a decision-making process whereby the following objectives are accomplished:

- 1) Reunite the partners as equal members of the decision-making effort,
- 2) Enable all partners to fully articulate their own needs and understand the needs of the other partners,
- 3) Develop consensus on the site selection criteria to be used to evaluate individual sites, and
- 4) Comprehensively evaluate all sites proposed by the partners.

The columns below represent the anticipated activities of the project partners and the Planning Department staff. These activities are subject to change but are preliminarily deemed necessary to accomplish each objective on the way to reaching the partners’ goal.

Partner Activities & Deliverables	Department Activities & Deliverables
	<ul style="list-style-type: none"> <li>• Coordinate with project partners to assemble project Strike Team</li> </ul>
<ul style="list-style-type: none"> <li>• Appoint agency representative(s) to the Strike Team</li> </ul>	
	<ul style="list-style-type: none"> <li>• Organize date and time of first Strike Team meeting</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop individual interview script</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare meeting agenda and Programming materials</li> </ul>
<ul style="list-style-type: none"> <li>• Attend first Strike Team Meeting with the following basic agenda:               <ul style="list-style-type: none"> <li>○ Introductions</li> <li>○ Planning staff’s description of its neutral role</li> <li>○ Clear the Air session to discuss and move on from past missteps</li> <li>○ Definition of Strike Team success</li> <li>○ Programming homework</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attend first Strike Team Meeting to conduct the following activities:               <ul style="list-style-type: none"> <li>○ Moderate discussion</li> <li>○ Describe neutral role</li> <li>○ Record missteps to develop the Strike Team’s draft ground rules</li> <li>○ Record partner’s definition of success</li> <li>○ Hand out Programming homework</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Participate in individual interviews to discuss the following:               <ul style="list-style-type: none"> <li>○ Important site selection criteria</li> <li>○ Possible Sites</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Conduct individual interviews to record the following:               <ul style="list-style-type: none"> <li>○ Participant’s view of site selection criteria</li> <li>○ Participant’s list of possible sites.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Develop draft ground rules and definition of success</li> </ul>
<ul style="list-style-type: none"> <li>• Complete Programming homework</li> </ul>	<ul style="list-style-type: none"> <li>• Summarize changes in Programming needs</li> </ul>

Partner Activities & Deliverables (Continued)	Department Activities & Deliverables (Continued)
	<ul style="list-style-type: none"> <li>• Organize date and time of second Strike Team meeting</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare meeting agenda and draft list of site selection criteria</li> </ul>
<ul style="list-style-type: none"> <li>• Attend second Strike Team Meeting with the following basic agenda:               <ul style="list-style-type: none"> <li>○ Agreement on ground rules and definition of success</li> <li>○ Programming needs</li> <li>○ Site Selection Criteria</li> <li>○ List of Possible Sites</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attend second Strike Team Meeting to conduct the following activities:               <ul style="list-style-type: none"> <li>○ Present draft ground rules and draft definition of success</li> <li>○ Present collective Programming needs</li> <li>○ Present draft Evaluation Criteria</li> <li>○ Record final list of Possible Sites</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Evaluate list of Possible Sites according to Site Selection Criteria, begin drafting final report</li> </ul>
	<ul style="list-style-type: none"> <li>• Organize date and time of third Strike Team meeting</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare meeting agenda, draft evaluation matrix, and draft Executive Summary</li> </ul>
<ul style="list-style-type: none"> <li>• Attend third Strike Team Meeting with the following basic agenda:               <ul style="list-style-type: none"> <li>○ Draft evaluation matrix reaction &amp; weighting</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attend third Strike Team Meeting to conduct the following activities:               <ul style="list-style-type: none"> <li>○ Record commentary/weighting of draft evaluation matrix</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate commentary and finalize draft report</li> </ul>
	<ul style="list-style-type: none"> <li>• Organize date and time of fourth Strike Team meeting</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare meeting agenda</li> </ul>
<ul style="list-style-type: none"> <li>• Attend fourth Strike Team meeting with the following basic agenda:               <ul style="list-style-type: none"> <li>○ Final report</li> <li>○ Success determination</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attend fourth Strike Team Meeting to conduct the following activities:               <ul style="list-style-type: none"> <li>○ Record commentary on final draft report</li> <li>○ Review project versus definition of success</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate commentary into final report</li> </ul>
	<ul style="list-style-type: none"> <li>• Organize date and time of Joint Agency Meeting on final report</li> </ul>
	<ul style="list-style-type: none"> <li>• Prepare meeting agenda</li> </ul>
<ul style="list-style-type: none"> <li>• Attend Joint Agency Meeting with the following basic agenda:               <ul style="list-style-type: none"> <li>○ Process overview</li> <li>○ Partner Programming Needs</li> <li>○ Site Selection Criteria and List of Possible Sites, Executive Summary overview</li> <li>○ Decision on Next steps – Architect, Land Purchase</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Attend Joint Agency Meeting to conduct the following activities:               <ul style="list-style-type: none"> <li>○ Describe process</li> <li>○ Moderate partners’ review of Programming Needs</li> <li>○ Describe Site Selection Criteria, list of possible sites and Executive Summary.</li> <li>○ Moderate partner’s decision on the partner(s) that will take the lead to hire an architect and/or purchase land</li> </ul> </li> </ul>

Figure B.1-2 – Strike Team Initiation Email

**From:** [Ben Shumaker](#)  
**To:** [Rob Farris](#); "[Robert Muth \(rmuth88@gmail.com\)](#)"; [Nick Hogan](#); "[Scott Griswold](#)"; "[Leonard.damian@gmail.com](#)"; [Karl Russell](#); "[Sheriff Dave Brown](#)"; "[johnc@co.skamania.wa.us](#)"  
**Cc:** "[Amy Weissfeld](#)"; "[Frank Cox](#)"; "[Julie Mayfield](#)"; "[Monica Masco](#)"; "[Scott Anderson](#)"  
**Subject:** Fire Hall Strike Team  
**Date:** Friday, October 02, 2015 3:09:00 PM

---

Hello All-

"Have you ever gone into a bar and found that your favorite bartender was replaced with a guy named Steve? .....Well I'm Steve, what can I get you?"

That joke was told by a relatively unknown Colin Quinn to the Saturday Night Live audience when he replaced the more popular Norm MacDonald as the Weekend Update anchorman.

As I waded into this project, I'm aware of how little involvement I've had in it when compared to all the detailed work you've all already done. I'm also aware that many of you were expecting the City to hire a consultant to facilitate these discussions. Well, even though I'm feeling a little like Colin must've, I'm still confident I can get you what you need and help you take next steps toward construction of a new fire station.

To do so, I've roughed out a process where the City, the District, the Fire Department, and the Sheriff's Office can reconvene as equal members of a group and:

- 1) Refine their assessment of future building needs,
- 2) Expand the list of potential properties that could accommodate the new building, and
- 3) Assess and prioritize the new property list so purchase negotiations can begin.

In order to complete this process in a manageable way, I'm hoping your four agencies will form a small but dedicated Strike Team whose members will represent their own agency's interests and work with the other agencies to find consensus on overall needs and the most suitable building sites. The work load for the potential team members would include:

- 1) Attending 3 to 4 Strike Team meetings,
- 2) Participating in one individual interview,
- 3) Reassessing/verifying the previous needs analysis, and
- 4) Communicating Strike Team activities and request to others in their agency.

These actions would occur over the course of approximately 3 months, and the majority of the work required of team members (the interview, the needs assessment) would occur during the first month.

The City Council has already asked Councilman Muth and Nick Hogan to serve on the Strike Team, and I offer the same level of representation to each of the other agencies. I'm asking you all to appoint up to two of your members to serve them on this small group. I am treating the Fire Department as a separate entity here, so I expect the final Strike Team to consist of 6 to 8 of you depending on 1) whether both Sheriff Brown and John Carlson elect to attend, and 2) whether the District is comfortable sending a quorum of its membership to the meetings. When you have appointed representatives, please let me know so I can coordinate scheduling of the first meeting, which I expect could occur by as early as the last week of October.

Thank you for your time, and I look forward to the helping Strike Team tackle this issue,

*BEN "STEVE" SHUMAKER*  
PLANNING DIRECTOR  
CITY OF STEVENSON, WASHINGTON  
(509) 427-5970

Figure B.1-3 – First Strike Team Meeting Agenda and Notes



## **STEVENSON FIRE HALL STRIKE TEAM**

*Making Tactical Decisions to Improve Emergency Response*

### **First Meeting Agenda**

**Date:** Thursday, November 5th, 2015

**Time:** 5:30 PM to Unknown End Time

**Location:** Stevenson Headquarters Fire Hall

"Here in America we are descended in blood and in spirit from revolutionists and rebels—men and women who dare to dissent from accepted doctrine. As their heirs, may we never confuse honest dissent with disloyal subversion."

-Dwight D. Eisenhower

### **Preliminary Matters**

1. INTRODUCE YOURSELF:
  - a. Who you are
  - b. Why your agency appointed you
2. NEUTRALIZE THE SCENE:
  - a. Identify hazards, past successes, past failures, continued grievances

### **Today's Work**

3. DEFINE STRIKE TEAM SUCCESS:
  - a. Who we are
  - b. Why we are here
  - c. What we will accomplish
  - d. What we will avoid
4. RECEIVE PROGRAMMATIC HANDOUTS:
  - a. Discuss Programmatic Handouts and agree on due date

### **Upcoming Work**

5. BEFORE THE NEXT MEETING:
  - a. Participate in Individual Interviews
  - b. Complete Facility Programmatic Analysis
6. AT THE NEXT MEETING (TENTATIVELY):
  - a. Agree on Ground Rules
  - b. Finalize Programmatic Needs
  - c. Define Site Selection Criteria
  - d. Inventory Potential Sites

### **Adjourn**





## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### First Meeting Notes/Fire District 2 Minutes

**Date:** Thursday, November 5th, 2015

**Time:** 5:30 PM to 7:27 PM

**Location:** Stevenson Headquarters Fire Hall

**Attendees:** City: Nick Hogan, Robert Muth. Department of Emergency Management: Dave Brown, John Carlson. Fire District 2: Scott Griswold, Karl Russell. Stevenson Volunteer Fire Department: Rob Farris, Cody Rosander. Facilitator: Ben Shumaker

"Here in America we are descended in blood and in spirit from revolutionists and rebels—men and women who dare to dissent from accepted doctrine. As their heirs, may we never confuse honest dissent with disloyal subversion."

-Dwight D. Eisenhower

### Preliminary Matters

1. INTRODUCE YOURSELF:

Strike Team members participate in a round-table introduction to describe who they are, who they represent, and why their agency appointed them. Key points from several members are shared about the inadequacies of the current fire department buildings and the need to provide better in the future. Department of Emergency Management (DEM) representatives highlight their support for the Fire Department/Fire District's (FD) effort to improve their facilities and ability to respond to incidents. They note a point of caution, though stating that "one of these [agencies] is not like the other ones". Still they state the desire to work toward common purposes where they exist.

2. NEUTRALIZE THE SCENE:

The round-table discussion continues as the Strike Team reviews the 2013 report and the process leading up to it.

The following successes of that effort are noted:

- Highlighted why the FD should be thinking about future needs and foreseeable changes in community demographics.
- It built understanding between the agencies.
- It accomplished its goal (i.e. the joint facility was feasible if the partnership could be strengthened.)

- It simplified the discussion when it became clear the partnership wouldn't work out.
- By focusing on cost savings of a *joint* facility, the report revealed exactly what it set out to reveal through its scope of work (It was the scope of work that was the problem, not the report).

The following failures of the 2013 process are noted:

- The group's structure was confusing for participants. Executive committees, subcommittees, backdoor meetings, etc. Members of the group found it hard to understand the reasoning behind their involvement and who was responsible for what.
- Certain partners were inflexible in their approach and weren't committed as full players in a joint effort.
- By focusing on wants versus needs, the process lacked a reality factor.
- Future needs of the FD were not adequately considered. Little to no consideration was given to paid fire staff or community growth.
- The group didn't adequately consider a modular approach to spread expenditures out over a longer term. The "icing" could've been added later.
- The hefty price tag for all the "icing" was not realistic for this community. During the process, the writing was on the wall that costs were spiraling. Rumors spiraled out of control along with the costs.
- The report was unclear about why land was qualified or unqualified. It seemed the decision to move forward with a site was made before the analysis was done.
- The people who should've been informed about the group's actions weren't; group members didn't communicate with their constituents.
- The people who shouldn't have been informed were; confidential information was not kept confidential.

### Today's Work

#### 3. DEFINE STRIKE TEAM SUCCESS:

The Strike Team's discussion of the 2013 Report transitions into a discussion of how to avoid similar mistakes, how to avoid foreseeable pitfalls, and how they know they have been successful.

**Decision Point:** After discussing the need to avoid the type of confusion and misinformation that plagued the previous effort, the Strike Team reaches consensus to appoint Shumaker as its public information officer.

The following past mistakes and future pitfalls are identified:

- Clear communications. The needs of each organization will be different, but Strike Team members should provide better updates to the organization they represent. This will help avoid rumors and correct them once the mill starts spinning them.

- Thoroughness. Be thorough and don't jump to conclusions prematurely. This will also help avoid rumors and correct them once the mill starts spinning them.
- Quorum and Confidentiality. The representation of the Fire District is identified as a public meetings concern. The City volunteers to ensure public meeting notices and executive sessions are dealt with appropriately.
- Conflicting Roles. Shumaker's role as group facilitator and land use regulator is brought up as a concern. His role is to ensure open and equal communications amongst Strike Team members. In that sense he is working for the group as a whole and not for the City. His involvement will end when the final Strike Team report/joint agency meeting is complete. His knowledge of zoning and land use restrictions will be shared when possible, but he won't resume his role as land use regulator until well after the Strike Team finishes.
- Reality Factor. In part because of facilitation and in part because of members' inflexibility, the last effort was too big, too focused on a single agency, and generally out of touch with local realities. That should be avoided this time around.
- SMART. Specific, Measureable, Actionable, Reasonable, and Timely objectives need to be set for the Strike Team to keep the process moving forward and move on to bigger pieces of the puzzle.

The Strike Team discusses what success will look like if all those past missteps and future pitfalls can be avoided. Russell provides a definition of success that others support. The Strike Team will figure out "the best footprint and the best piece of dirt" for a new fire hall.

4. RECEIVE PROGRAMMATIC HANDOUTS:

Programmatic handouts are distributed which include analyses of future growth, the 2013 facility programmatic needs and a series of questions to update those needs. The group agrees complete these questions by Friday, November 13, 2015.

Approved\_\_\_\_; Approved as Amended \_\_\_\_\_

\_\_\_\_\_

Scott Griswold, Chair

Date

Minutes by Ben Shumaker

Figure B.1-4 – Programmatic Handouts (Department of Emergency Management and Fire Department)



## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### Department of Emergency Management Facility Programmatic Needs Analysis

This handout has been prepared to help the Skamania County Department of Emergency Management reevaluate and refine its future programmatic needs. The handout is based on the Programmatic Requirements developed during the 2013 *Skamania Public Safety Center Emergency Facility Feasibility Study* conducted by RiceFergusMiller but also includes future population and housing trends to assist in the reevaluation. The results of your analysis will be used to:

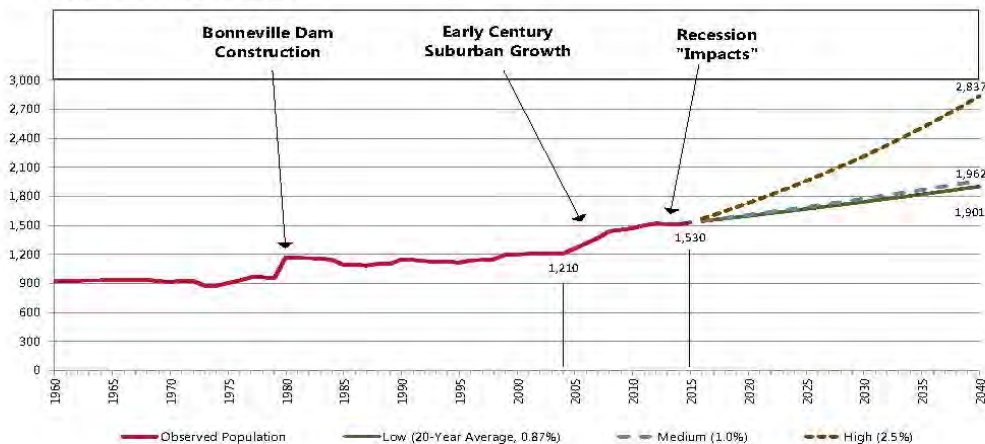
- 1) Determine the existence and extent of programmatic overlap with the fire department’s needs as identified by the three other agencies represented on the Strike Team,
- 2) Determine the total building square footage required by a new fire and/or shared emergency response station, and, ultimately
- 3) Determine the size of the site needed to accommodate a new fire and/or emergency response station.

#### Future Trends

“While I take inspiration from the past, like most Americans, I live for the future.”

-Ronald Reagan

Stevenson is growing. This growth changes the dynamics of emergency response. The following figures will help you determine how those changes affect your agency. The first provides a range of population projections based on average annual growth of 0.87% (the observed growth trend over the last 20 years), 1%, and 2.5%. Figure 2 bridges population growth with housing growth and projects the future number of homes that can be expected in our area over the next 25 years. The attached maps demonstrate potential growth of city boundaries over time, and compare the geographic center of 1) the City/Fire District #2 service area, 2) all addresses served in 2004 3) and all addresses served in 2015.



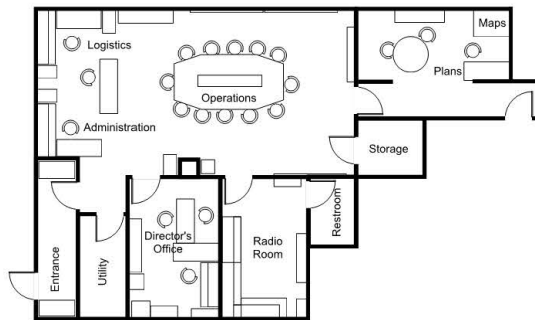


**City of Stevenson Population Growth**

	1990	2000	2010	2015	2020	2030	2040
<b>Population</b>	1,147	1,200	1,465	1,530	1,598 - 1,731	1,743 - 2,216	1,901 - 2,837
<b>Housing Units</b>	457	523	703	730	735 - 797	818 - 1,040	893 - 1,333
<b>Land Base, Sq Mi</b>	1.11	1.38	1.52	1.52	1.63 - 1.77	1.79 - 2.28	1.93 - 2.88
<b>Population Per Sq Mi</b>	1,033	869	963	1,005	980	974	984
<b>Units Per Acre</b>	0.64	0.59	0.72	0.75	0.70	0.71	0.72

Source: 1990-2010: US Census Bureau. 2015: WA Office of Financial Management. 2020-2040: Stevenson Planning Department

**Existing Facility Floor Plan**



**Key Features:**

**Location:** Skamania County Criminal Justice Facility (Vancouver Avenue)

**Facility Summary:** DEM-Only: EOC/Conference Table, Radio Room, 3 Work Stations, Utility Rooms, Restroom, Storage Areas

**Employees:** 1 FTE

**Volunteers:** Up to 50

**Benefits:** Highly secure, protected from damage by major earthquake

**Drawbacks:** Too small

**Size:** 1,365 square feet

**Questions to Assist Programmatic Determination**

- 1) The 2013 facility program for the DEM's facility was based on the need to house one paid staff member in normal circumstances and then accommodate up to 50 volunteers during disaster events. Has the number of anticipated staff members changed? Has the need to accommodate up to 50 volunteers changed?  
\_\_\_\_\_
- 2) The 2013 report mentioned potentially colocating dispatch in a joint facility but did not directly assess the possibility or include square footage dedicated to that use. Does this possibility remain? Should larger parcels that could accommodate future building additions receive greater weight in the site selection matrix?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3) Similarly, are there new opportunities for colocation of other activities that were not explored or did not exist during the 2013 study? (This question is not limited to activities conducted only by your agency).  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### City of Stevenson Fire Department Facility Programmatic Needs Analysis

This handout has been prepared to help the City of Stevenson Fire Department reevaluate and refine its future programmatic needs. The handout includes future population and housing trends, a summary of the existing facilities of your agency, and a summary of the Programmatic Requirements developed by RiceFergusMiller during the 2013 *Skamania Public Safety Center Emergency Facility Feasibility Study*. The results of your analysis and answers will be used to:

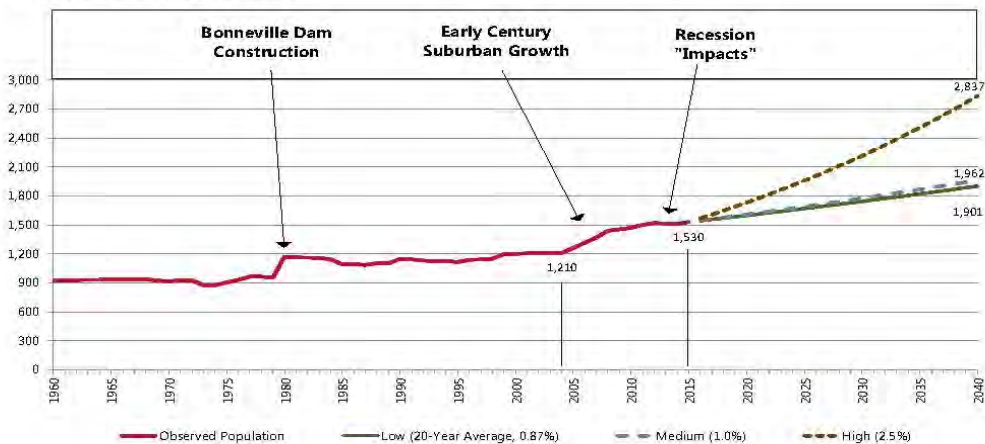
- 1) Determine the existence and extent of programmatic overlap with the needs identified by the three other agencies represented on the Strike Team,
- 2) Determine the total building square footage required by a new fire and/or shared emergency response station, and, ultimately
- 3) Determine the size of the site needed to accommodate a new fire and/or emergency response station.

#### Future Trends

"While I take inspiration from the past, like most Americans, I live for the future."

-Ronald Reagan

Stevenson is growing. This growth changes the dynamics of emergency response. The following figures will help you determine how those changes affect your agency. The first provides a range of population projections based on an average annual growth of 0.87% (the observed growth trend over the last 20 years), 1%, and 2.5%. Figure 2 bridges population growth with housing growth and projects the future number of homes that can be expected in our area over the next 25 years. The attached maps demonstrate potential growth of city boundaries over time, and compares the geographic center of 1) the City/Fire District #2 service area, 2) all addresses served in 2004 3) and all addresses served in 2015.





**City of Stevenson Urban Growth**

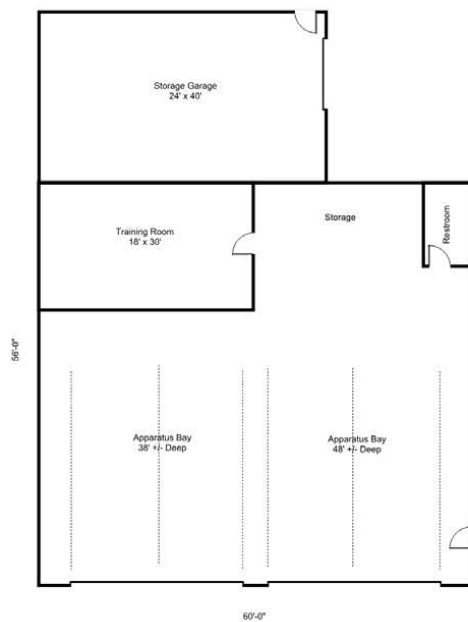
	1990	2000	2010	2015	2020	2030	2040
<b>Population</b>	1,147	1,200	1,465	1,530	1,598 - 1,731	1,743 - 2,216	1,901 - 2,837
<b>Housing Units</b>	457	523	703	730	735 - 797	818 - 1,040	893 - 1,333
<b>Land Base, Sq Mi</b>	1.11	1.38	1.52	1.52	1.63 - 1.77	1.79 - 2.28	1.93 - 2.88
<b>Population Per Sq Mi</b>	1,033	869	963	1,005	980	974	984
<b>Units Per Acre</b>	0.64	0.59	0.72	0.75	0.70	0.71	0.72

Source: 1990-2010: US Census Bureau. 2015: WA Office of Financial Management. 2020-2040: Stevenson Planning Department

**Existing Facilities**

The Stevenson Fire Department maintains partial ownership or operates from two buildings, both of which are described in the 2013 report as “antiquated and insufficient”. The 30 foot by 40 foot satellite fire station is located near the Stewart Addition on Loop Road, equipped with two 12 foot-wide overhead doors, and used predominately as storage rather than an as an active station. The headquarters fire hall is described in more detail below.

**Headquarters Fire Hall Current Floor Plan:**



**Key Features:**

**Location:** 160 SW First Street

**Facility Summary:** Shared by Fire, Stevenson Public Works

**Employees:** 0 FTE

**Volunteers:** Up to 35

**Benefits:** Proximity to Hwy 14

**Drawbacks:** Antiquated, No decon, No ventilation, Brittle, Not sprinklered

**Size:** 3,360 FD-Only square feet  
960 square feet (Shared with PW)

4,320 square feet



- 2) The 2013 facility program for the Fire Department's facility was based on the need to house up to 8 pieces of apparatus and an office for the Chief. The program also included use of the Emergency Operations Center for regular training/meeting space. Has the number of anticipated apparatus changed? Has the need for training/meeting space changed?

---

---

---

- 3) The 2013 report did not project future needs for paid Fire Department staff or growth of the 35-member volunteer force. Has the number of anticipated staff members changed? Has the number of volunteers changed? Please insert numbers in the box above.

---

---

---

- 4) The 2013 report mentioned potentially colocating dispatch in a joint facility but did not directly assess the possibility or include square footage dedicated to that use. Are there new or similar opportunities for colocation of other activities that were not explored or did not exist during the 2013 study? (This question is not limited to activities conducted only by your agency).

---

---

---

- 5) The current mission of the Stevenson Fire Department focuses on Fire Suppression. Many of the site selection criteria are based on this mission. When weighting wild land fire suppression vs. structure fire suppression, which is more important to the location of a new fire hall? If the Fire Department added Vehicle Extrication, or other components to its Mission, do the site building's programmatic needs change?

---

---

---

- 6) Do the anticipated population increases, the shifting geographic center of the community's structures, or the mission of the Fire Department impact the facility needs of the new fire station?

---

---

---





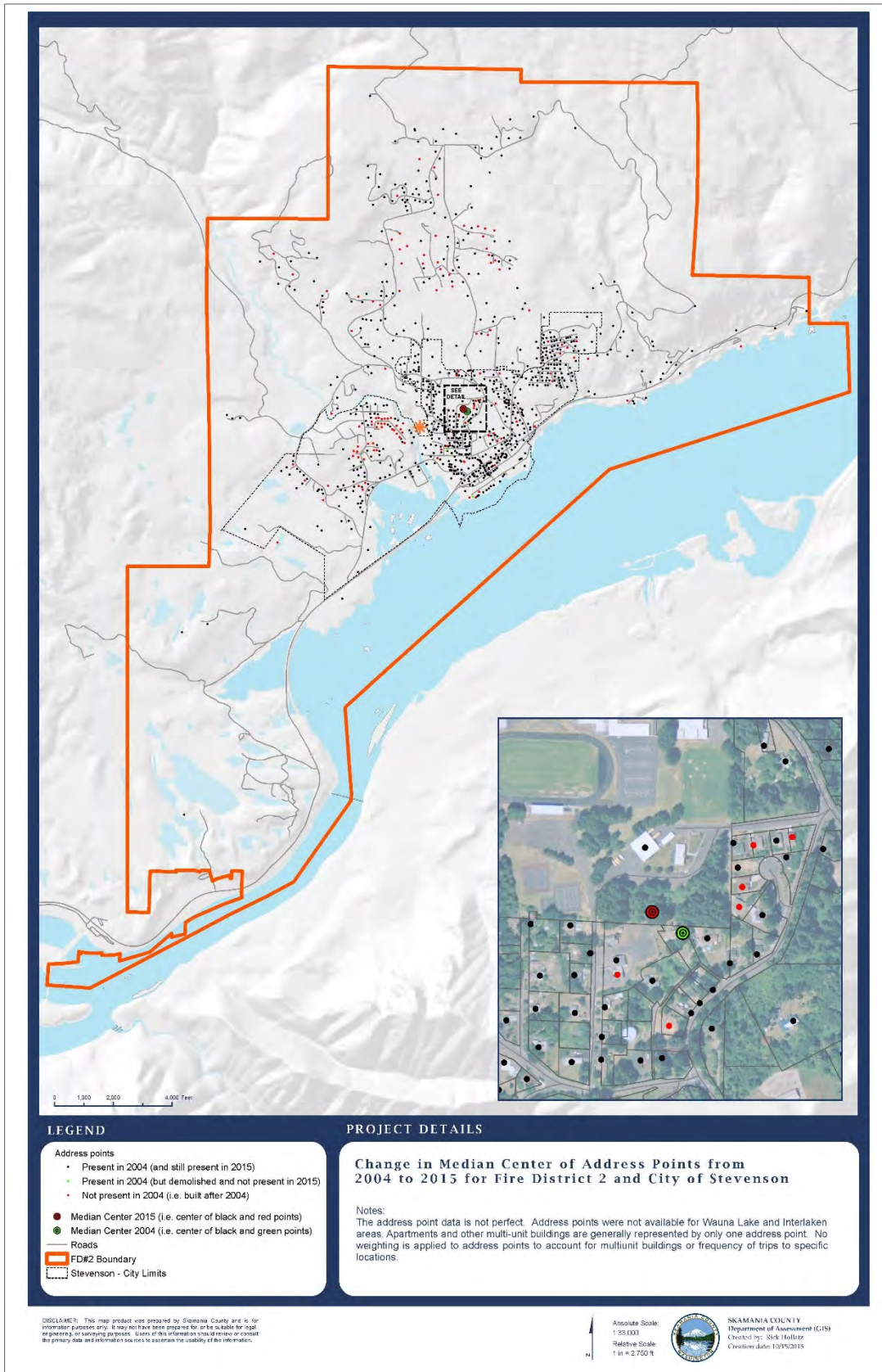


Figure B.1-5 – Individual Interviews



## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### Strike Team Individual Interview Summary

#### Introduction

The members of the Stevenson Fire Hall Strike Team, provided the voices that will determine where the next fire station/joint emergency response facility should be located. The success of this effort relies on the pooled knowledge and of the Strike Team, and this interview summary will help the Strike Team more fully incorporation that knowledge into the site selection process. This summary is intended to advance the open and honest discussions of the Strike Team. To that end, the individual responses listed below are not organized according to respondent or attributed to specific Strike Team members.

#### Interview Questions

**Question 1:** Looking at the site of Stevenson's fire hall and emergency operations center today, what do you value most? What are the top three strengths of their location?

Fire Hall:

The site of the headquarters hall is in a good location, there is even some room for expansion in the back.

The headquarters fire hall has very few benefits, but the location of the satellite station is an important factor for fire district's insurance rating.

The downtown hall's proximity to 14 is probably its only plus, that and its close to restaurants and services for the volunteers and employees.

The satellite facility is rarely used, but it is nice to have it in place because we know more growth is coming to the area.

The Loop Road station has plenty of room for expansion but may not be the most central. It also has the benefit of being owned by the Fire District already.

EOC:

Internal to County functions, the connection to the Sheriff's Office facilitates the sharing of information and management of EOC duties. Close proximity to the Board of County Commissioners is important when emergency declarations or other important communications are necessary.

External to County functions, the facility is close to City Hall, the Chamber of Commerce/Stevenson Business Association, and other constituents that need to be involved/informed during emergencies.

The EOC is central to county offices and provides convenient communications.

The facility has no media briefing room, but this has not been a problem in past emergencies and the Hegewald Center can act as a back-up EOC, media briefing center, or PSAP if absolutely necessary.

It is central within the community.

**Question 2:** Are there any drawbacks or challenges associated with their current locations?

Fire Hall:

The location of the downtown hall is good because it's so central to the city, and the upper hall is in a good location and will get more use as more growth occurs. Having the redundancy of two stations is also a big benefit.

The site is small and not developed with parking. Its location creates some traffic safety challenges.

The downtown location is too small to rebuild, and parking is a big concern. Sharing parking lots with the Eagles, Post Office and on the street has been a problem in the past, especially when those and other neighboring businesses are running. Typical turnout for incidents usually runs at about 15 volunteers, each in their own truck. Each apparatus carries between 2 and 5 firefighters to the scene.

The main drawback of the upper hall is that until more growth occurs, there are so few volunteers in that area that could respond to that hall.

The downtown hall has no parking and the building is crumbling already and there are seismic concerns about the building and the site, and its proximity to the railroad is more than just a noise concern, but a potential for catastrophic loss if there is a hazmat derailment.

Having to cross 2<sup>nd</sup> Street/Hwy 14 reduces response time, especially in the summer.

Shared parking on the street or nearby properties like the Eagles and Post Office has been unsuccessful, especially on certain nights or during certain hours of the day.

The lack of parking and the small size limit its usability for training and expansion options.

The lot is too small.

The location is not very central to the service area, and being on the south side of Hwy 14 is a barrier for volunteers responding when they have to wait for an opening to cross the highway, especially in the summer season.

EOC

It's too small.

Terrain at the EOC is a problem for ADA compliance.

The facility and its parking areas are too small to handle very large emergencies and training programs.



Having a combined facility will benefit the firefighters because they will be able to do things like ICS training at their own building.

The location within the jail basement is too small, and even though it is centrally located for county functions, it is more susceptible to security concerns in the event of an attack/invasion.

The building's structural/seismic integrity is questionable, and the HVAC, plumbing and other critical systems are unreliable.

**Question 3:** [Focusing on the Fire Hall] The current Mission of the Stevenson Fire Department involves Fire Suppression. Many of the site selection criteria are based on this mission. If the Fire Department added Vehicle Extrication, or other components to its Mission, are there unique site selection criteria associated with those components? What components are likely to be added, and what site selection criteria are important for them?

All of the 2013 sites provide comparable response time, but defining a goal response time would help separate one site from another.

Structure fires remain the most important because they happen 12 months out of the year. Wildland fires only occur during 3 months out of the year, and there are other jurisdictions involved as first responders for many of these (DNR station at Fort Rains). If additional services are added to the fire department's mission, it will require extra space at the facility (lot size) but it shouldn't affect the location of the facility too much.

The demand for services has been trending toward more of an all-hazards response agency from the previous fire suppression focus. Hazmat response, scene safety at motor vehicle accidents, ropes rescue, and other non-structure fire responses are now relatively frequent.

Changes to the mission shouldn't impact its need to be close to 14.

Responding to structure fires is the most important part of the fire department's mission, and proximity to those structures is more important than proximity to the forest for wildland fire response.

Changes to the mission/location of the new fire hall should be based on response area needs and the number of callouts we have for motor vehicle accidents vs. structure fires vs. wild land fires, etc. and the importance of response time to those incidents. MVAs and structure fires require Johnny on the spot action, and wild land fires have a slower response need.

**Question 4:** [Focusing on the EOC] Emergency Management is described as a four phase process: Preparedness, Mitigation, Response, and Recovery. The location of the EOC is likely most important to the Response phase. Are there unique site selection criteria that are important for the EOC Response? Is location important for other phases?

The location of the EOC shouldn't matter too much. With their countywide focus it means the small differences within the Stevenson area don't affect things much.

The central location is still important, no special criteria should be necessary.

The Response Phase is the most important for the facility's location and being central to the City and County will be important.

The exact location of the EOC within the Stevenson doesn't matter as much as having enough available space to accommodate its functions.

Regardless of the building needs, collocating with the EOC will provide a huge upfront financial benefit from the state and federal funding programs for these critical facilities. However, it will likely add some ongoing maintenance and operations costs.

Access to fiber and communications utilities is more important for the EOC than other selection factors.

Locating the EOC in a highly visible location within the community is not a priority, because ensuring the public perceives that work is being done during an emergency can be accomplished in other ways.

Building designs based on security concerns are an important part of creating an EOC. Those design requirements may make it hard for the fire department and EOC to collocate or increase construction costs.

**Question 5:** [Reference maps] Looking at anticipated population increases, expansion of City boundaries, and the shifting geographic center of the community's structures, are any specific site selection criteria necessary to accommodate the trends?

Having some degree of visibility of surroundings is important so emergency responders can rapidly assess conditions (smoke, wind, weather, etc.).

Projecting the response area for the future is difficult, but the fire hall should try to locate near the center of the area.

The projected growth gives some credit to moving the fire hall uphill, but doesn't change much.

If the new site is in the center of downtown, the building should be built as a showpiece that could possibly serve double purposes as rental space for community events.

The new site should avoid landslide-prone areas, and will ideally not be on the south side of the railroad tracks. The tracks also pose an increased hazard because of the hazardous waste carried on them and a derailment near the facility could disable the EOC or Fire Department operations.

Being near the BPA powerlines is not necessarily a concern for the Fire Department, because the hazards the lines present (water from hoses and even smoke can transmit electrical current to the fire fighter) are not as likely to be encountered at the station.

We shouldn't need to be that picky. The upper hall is there to protect future growth and we should try to stay central to the downtown area instead of way out by the Lodge.

Insurance ratings are based on distances from the station to its service addresses. Including a distance breakdown will make sure the new location doesn't impact fire insurance rates. Likely though, anything within the city will be fine.

**Question 6:** [Summarize the 2013 site selection criteria, then...] Which of these criteria remains relevant for the current selection process? Should any be removed?

Property depth can be modified to consider configuration as well. As important s depth is , a site of less depth, but with pull-through capability, might require less depth.

Property depth is not a deal breaker, but desirable because it would add secure training space behind the station. Adequate size for the building and the parking is still very important.

Flat sites remain important.

Flat sites are important, but the flat parts of the site don't need to be right next to each other just as long as there are enough flat areas on the whole site to accommodate the building, maneuvering space and parking.

Flatness is important but not a dealbreaker.

Response access doesn't relay as much on Hwy 14, because our responsibility is to our taxpayers more than our mutual aid partners. Proximity to 14 is also a curse, because if the new hall is built on the outskirts somewhere, it could be a pole barn and cheaper.

A drive through facility is very important for vehicle safety, most of the accidents occur when firefighters return to the station and back rigs in.

Response access will still need to be close to SR 14 for responding to mutual aid requests, but should be centrally located for the City and the District.

A flat site is better because it will make training possible on the site too. The street topography around the site is not as important and won't impact response times.

Proximity to highway 14 remains beneficial and the vehicle speed limits should be taken into account.

A property having enough size for the building and the necessary parking is a must and should remain.

The speed of Highway 14 is the biggest difference it offers for response access, but really, the short distances travelled to incidents in the City means only a minute or two to response time. Because of that, proximity to the highway is not overly important.

The topography issue is still a concern and the flatter the site is, the better and cheaper it will be to develop.

A pull-through station is desirable, but not an absolute must. In addition to requiring a bigger site, it requires additional garage doors and other moving parts that could be expensive and subject to ongoing maintenance or periodic failures.

**Question 7:** [Summarize the site selection criteria revealed during the interview, then...] How can the Planning Department go about measuring sites using the site selection criteria? Should the analysis include...[speculate on specific measurement tools for each criterion]

Construction feasibility is an important factor and should consider issues like soil contamination, environmental/habitat buffers, and other known or apparent challenges.

Property availability is important and if its currently in public ownership it should make the purchase even easier.

Having access to City water is highly desirable.

Having a clear zone of 150' x 150' would allow life flight to use the new facility as well.

The current crossings of 1<sup>st</sup> and 2<sup>nd</sup> street reduce response times, but the barriers aren't a huge concern.

The bridges across Rock Creek aren't a very big barrier because there are three of them.

Proximity to existing and future neighborhoods is a concern based on the potential for noise complaints. Avoid if possible.

Traffic patterns/future growth will matter as more congestion on the highway occurs. One-way streets might improve but might hinder responses from a building on that road.

Avoid floodplains.

Having three bridges available to cross Rock Creek reduces the importance of that as a barrier.

Consider speed limits in the response time and review the In-First System for a better idea of the response callouts we are getting.

If we are going to build a new fire hall, it might be nice to have it visible to our citizens. A marquee facility should be put in a marquee location.

The fire hall is part of the community and it should be visible to the taxpayers.

The biggest factors in response time to an incident are distance and speed limits along roads leading to the incident. Current research based on Code 1 responses (no lights, no sirens) versus Code 3 responses (lights and sirens) doesn't show a great increase in response time. With all of the roads in the City at 25 mph, distance becomes the most important for us.

Availability/willing seller is a criteria that could be considered, but is less important with the wide range of sites we are looking at.

Barriers to access should be avoided, including the railroad tracks, the highway, and to a small extent bridges.

If building a new fire hall can kill two (or more) birds with one stone, we should look into it.



Presence of hazards should be avoided, including overhead utilities, floodplains, railroad (derailments), polluted former industrial sites.

Finding willing sellers is important to make sure the agencies aren't overpaying for property.

Future traffic patterns will be important, access directly onto a busy street is dangerous but can be dealt with using signage/lighting or other tools. Corner lots are preferable to allow access from two ways.

Distance is also an important factor for the volunteers who need to travel to the station before responding.

Properties that are already publicly-owned would be desirable, but acquiring private property should not be avoided on principle. Finding willing sellers, however, is a far better option than using the public's eminent domain/condemnation powers.

How the proposal fits in with other public policies is important, including considering the highest and best use of the site, which includes both the perception of the community and some level of proof from the real estate market.

Bandwidth for communications should be considered as well as other utility access.

Sites on the south side of the railroad track should be avoided unless clear access is possible.

Buildability of the site should be considered, including demolition costs of any current buildings, whether or not it is contaminated, and the presence of wetlands and very waterlogged areas, which may struggle to hold the weight of the facility or the trucks as they leave it.

The BPA lines interfere with radio communications, locations directly under them should be avoided. Locations with good sightlines to communications towers would be beneficial.

Access onto the street should be as easy as possible to get the trucks rolling. Midblock is better because drivers only need to look two ways—they would have to look four ways on a corner lot. Local streets are easier to pull onto than arterials. Location on a one-ways would make it easy as well, as long as there is enough connectivity in the street grid after the trucks are on the road.

The biggest hazards to firefighters are heart attack and traffic accidents. The site of the facility can help increase firefighter safety if it minimizes the likelihood of traffic accidents.

The location of a facility needs to consider future traffic growth and the likelihood for traffic control devices moving forward (stoplights, etc.).

Utility availability is an important consideration for the new facility, especially connection to fiber or broadband communications.

Stable ground and locations outside of floodplains or other hazards should be prioritized.

**Question 8:** The 2013 Report conducted a detailed review of 8 sites. Were any sites missed that should have been part of that analysis?

[REDACTED]

Expanding at EMS can be removed from future study.

**Strike Team Participants Interviewed**

- **Dave Brown**, Sheriff, Skamania County
- **John Carlson**, Director, Skamania County Department of Emergency Management
- **Rob Farris**, Chief, Stevenson Volunteer Fire Department
- **Scott Griswold**, Commissioner, Skamania County Fire District 2
- **Nick Hogan**, City Administrator, City of Stevenson
- **Karl Russell**, Commissioner, Skamania County Fire District 2
- **Cody Rosander**, Officer, Stevenson Volunteer Fire Department

Figure B.1-6 – Second Strike Team Meeting Agenda and Notes



## **STEVENSON FIRE HALL STRIKE TEAM**

*Making Tactical Decisions to Improve Emergency Response*

### **Second Meeting Agenda**

**Date:** Wednesday, December 16<sup>th</sup>, 2015

**Time:** 5:30 PM to ~7:00 PM

**Location:** Skamania County Emergency Operations Center

"Each generation goes further than the generation preceding it because it stands on the shoulders of that generation. You will have opportunities beyond anything we've ever known."

-Ronald Reagan

#### **Past Work**

1. REVIEW FIRST MEETING:
2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:

#### **Today's Work**

3. AGREE ON GROUND RULES:
  - a. How we communicate with each other
  - b. How we communicate with our agencies
  - c. How we know we've finished
4. FINALIZE PROGRAMMATIC NEEDS:
5. DEFINE SITE SELECTION CRITERIA:
6. INVENTORY POTENTIAL SITES:

#### **Upcoming Work**

7. BEFORE THE NEXT MEETING:
  - a. Update agency
8. AT THE NEXT MEETING (TENTATIVELY):
  - a. Refine/Weight Site Selection Matrix
  - b. Refine Potential Site Inventory

#### **Adjourn**





## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### Second Meeting Notes

**Date:** Wednesday, December 16th, 2015

**Time:** 5:30 PM to 7:02 PM

**Location:** Skamania County Emergency Operations Center

**Attendees:** City: Nick Hogan. Department of Emergency Management: Dave Brown. Fire District 2: Scott Griswold. Stevenson Volunteer Fire Department: Rob Farris, Cody Rosander. Facilitator: Ben Shumaker

"Each generation goes further than the generation preceding it because it stands on the shoulders of that generation. You will have opportunities beyond anything we've ever known."

-Ronald Reagan

### Past Work

1. REVIEW FIRST MEETING:

Strike Team members take time to review the first meeting notes and meeting packet. No changes to the meeting notes are requested. A copy of the notes will be sent to Fire District 2 for use as meeting minutes.

2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:

**Shumaker** discusses his communications with the *Pioneer*, including providing the draft Ground Rules. **Brown** is speaking with the 911 Coordinator to determine size requirements of an alternate PSAP. **Hogan** summarizes Muth's report to the City Council about starting the process off on the right foot.

### Today's Work

3. AGREE ON GROUND RULES:

Beginning with the discussion of ground rules, the meeting proceeds according to a tight timeline. The Ground Rules are described as fluid, and subject to change at the will of the Strike Team. The definition of consensus is discussed in detail, including each Strike Team member's ability to veto a proposal or decision and the corresponding need to reach some level of agreement before decisions are made.

**Decision Point:** Consensus agreement: To adopt the Ground Rules as written.

4. FINALIZE PROGRAMMATIC NEEDS:

The bulk of the meeting time is devoted to this topic, which ranged broadly from the expected lifespan of the new building as compared to the new jail building, how to focus on immediate needs versus long term needs versus immediate or long term wants, and which rooms/building components should be roughed in or constructed immediately. Strike Team members understand the current group's lack of expertise in cost estimation, and the resulting difficulty of making cost-based decisions. Imagination shouldn't be limited by assumed costs, and neither should determination of needs.

**Decision Point:** Consensus agreement: To plan for 1 paid fire chief in the near term, but to anticipate the possibility of additional employees for 24 hour coverage.

**Decision Point:** Consensus agreement: To anticipate building's use for public meeting space, but avoid usage by the general community for parties/events.

**Decision Point:** Consensus agreement: To plan for future growth by reserving areas or roughing in likely future improvements (electrical, plumbing, garage door headers, etc.).

**Decision Point:** Consensus agreement:

To keep as needs: 8-stall apparatus bay, fire storage area, clean-up/decon area, restrooms, lobby, EOC, radio room, EOC director's office, fire chief's office, tool shop, EOC storage area, utility rooms, enhanced kitchenette

To keep as wants/future needs: sleeping rooms, copy room, shower/bathroom, laundry room

To remove: fitness room, day room, 6-stall apparatus bay, library, computer lab, dining room

5. DEFINE SITE SELECTION CRITERIA:

The Site Selection Criteria handout is provided to Strike Team members who are asked to review it in detail prior to the next meeting. The Site Selection Matrix is based on Property Characteristics, Response Access, Access Roads, Proximity to Hazards, Utility Availability, Land Availability, and Public Perception, and the measurement of each criteria is provided so the process can be repeated if new sites are identified. Some of the "supplemental" and "alternate" criteria are discussed, including whether response *distance* should be converted to response *time*.

**Decision Point:** Consensus agreement: To use response distance as an adequate proxy for response time instead of actually calculating distances at posted speed limits.

6. INVENTORY POTENTIAL SITES:

The draft list of 50 properties is presented, but too little time is left to discuss this agenda item, which includes sensitive information about specific sites. No

Specific decision is made, but the length of the list is generally accepted as a tactic to ensure the results of the Strike Team's analysis are confidential/secure.

Notes by Ben Shumaker

Figure B.1-7 – Strike Team Ground Rules



## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### Strike Ground Rules

#### Strike Team Goal

The goal of the Stevenson Fire Hall Strike Team is short and simple: identify the best footprint and the best piece of dirt for a new fire hall.

#### Easy Peasy (ECPC) Guidelines

To successfully reach its goal, the Strike Team seeks to ensure:

- 1) **Equality.** Each organization represented on the Strike Team as well as each individual representative are equals; it is the needs and desires of each organization or individual which may not be equal. The Strike Team, as a group, must first understand the root of those needs and desires before it can prioritize or change them.
- 2) **Communication.** "It's all communication's fault." If communication was clear, everything else would be. Communication is also a two-way street, and Strike Team members must be able to provide their viewpoint and respectfully ask and answer questions of each other before communication can be considered clear.
- 3) **Professionalism.** The community and taxpayers are relying on the Strike Team to make decisions in their best interest. If it wants its conclusions to stand up to community scrutiny, the Strike Team's work must be thorough, unbiased, and based on a clear articulation of needs.
- 4) **Confidentiality.** Certain information presented to the Strike Team is sensitive. On the way toward reaching its goal, the Strike Team will be dealing with information that could be used by individual property owners in a way that would hinder the agencies' ability to affordably or adequately buy the best pieces of dirt. Strike Team members must do their best to keep this from occurring.

#### Definition of Success

The Stevenson Fire Hall Strike Team exists for a very specific purpose. The Strike Team's final report is but one piece of a larger puzzle, but a piece that is necessary before taxpayer money or outside grant and loan funding is committed. The conclusions of that report will be judged on their ability to compellingly state we found "the best footprint and best pieces of dirt". That argument will hinge on 1) how thorough the Strike Team is in its analysis and 2) how well Strike Team members communicate and evaluate needs versus desires.

The process of producing the report will be judged on 1) how well each Strike Team member updates his constituents and 2) how well the Strike Team is able to keep sensitive information confidential.

The work of the Strike Team will not be judged on 1) assumed and unverified cost concerns (Needs are needs regardless of cost, and the Strike Team lacks expertise projecting construction costs) or 2) continued partnership between the agencies (FD needs and DEM needs may not coincide, properly evaluating whether there are joint needs, is a determinant of success whether or not those joint needs are actually found).

**Strike Team Do's and Don'ts**

As a member of the Strike Team I will:	As a member of the Strike Team I will not:
Just be an adult about it.	
Clearly articulate my positions or statements.	Disrespect the positions or statements of other Strike Team members.
Ask questions when something is not clear to me.	Be offended when asked to clarify my position or statement.
Communicate Strike Team activities and requests to others in my agency.	Reveal any information from the analysis that could jeopardize site acquisition or increase acquisition costs.
Be flexible with agency needs and desires.	
Balance "wants" with "needs".	
Balance "future needs" with "existing needs".	
Work toward consensus.	
Accept consensus when it is reached.	

**Decision-Making by Consensus**

Consensus agreement is best for the group as a whole. The following descriptions will help Strike Team members know when consensus has been reached.

- 1) Decisions of the Strike Team will be made based on consensus. Consensus will first be sought by seeking an informal show of thumbs-up, -down, or neutral. If an issue has any thumbs-down, or, at the request of any member, a vote will be used as part of the decision-making process forward. Voting should be treated as a last resort.
- 2) Consensus voting will occur as set out in "Facilitator's Guide to Participatory Decision-Making," 1996. Strike Team members will have the option to utilize any of the seven categories within the continuum:

**Definition of Consensus for Stevenson Fire Hall Strike Team**

Consensus is defined in terms of agreement along a continuum. Team members may register the degree of their agreement according to the language in any of the first six columns. The last (shaded) column on the right side of the continuum is *not* considered acceptable for consensus in this process. Issues where all participants respond with anything to the left of this is considered "agreement by consensus."

Endorse	Endorse with a minor point of contention	Agree with Reservation	Abstain	Stand Aside	Formal Disagreement but will go with the majority	Block
"I like it"	"Basically I like it"	"I can live with it"	"I have no opinion"	"I don't like it but I don't want to hold up the group"	"I want my disagreement to be noted in writing but I'll support the decision"	"I veto this proposal"

Adapted from: "Facilitator's Guide to Participatory Decision-Making," 1996.



Figure B.1-8 – Third Strike Team Meeting Agenda and Notes



## **STEVENSON FIRE HALL STRIKE TEAM**

*Making Tactical Decisions to Improve Emergency Response*

### **Third Meeting Agenda**

**Date:** Wednesday, January 7<sup>th</sup>, 2016

**Time:** 6:30 PM to 8:00 PM

**Location:** Stevenson City Hall

"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."

-Abraham Lincoln

#### **Past Work**

1. REVIEW SECOND MEETING:
2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:

#### **Today's Work**

3. REFINE/WEIGHT SITE SELECTION MATRIX:
  - a. Which are (un)necessary
  - b. Which are (im)possible
  - c. Which are most important
4. REFINE POTENTIAL SITE INVENTORY
  - a. What sites are missing
  - b. Which are (im)possible
5. INTRODUCE DRAFT PROGRAMMATIC NEEDS CHAPTER/BEST FOOTPRINT:

#### **Upcoming Work**

6. BEFORE THE NEXT MEETING:
  - a. Update agency
7. AT THE NEXT MEETING (TENTATIVELY):
  - a. Review Full Draft Report
  - b. Determine Strike Team Success

#### **Adjourn**

**Ground Rules**

As a member of the Strike Team I will:	As a member of the Strike Team I will not:
Just be an adult about it.	
Clearly articulate my positions or statements.	Disrespect the positions or statements of other Strike Team members.
Ask questions when something is not clear to me.	Be offended when asked to clarify my position or statement.
Communicate Strike Team activities and requests to others in my agency.	Reveal any information from the analysis that could jeopardize site acquisition or increase acquisition costs.
Be flexible with agency needs and desires. Balance "wants" with "needs".	
Balance "future needs" with "existing needs".	
Work toward consensus.	
Accept consensus when it is reached.	

**Consensus**

**Definition of Consensus for Stevenson Fire Hall Strike Team**

Consensus is defined in terms of agreement along a continuum. Team members may register the degree of their agreement according to the language in any of the first six columns. The last (shaded) column on the right side of the continuum is *not* considered acceptable for consensus in this process. Issues where all participants respond with anything to the left of this is considered "agreement by consensus."

Endorse	Endorse with a minor point of contention	Agree with Reservation	Abstain	Stand Aside	Formal Disagreement but will go with the majority	Block
"I like it"	"Basically I like it"	"I can live with it"	"I have no opinion"	"I don't like it but I don't want to hold up the group"	"I want my disagreement to be noted in writing but I'll support the decision"	"I veto this proposal"

Adapted from: "Facilitator's Guide to Participatory Decision-Making," 1996.





## STEVENSON FIRE HALL STRIKE TEAM

*Making Tactical Decisions to Improve Emergency Response*

### Third Meeting Notes/Fire District 2 Minutes

**Date:** Thursday, January 7th, 2016

**Time:** 6:30 PM to 8:01 PM

**Location:** Stevenson City Hall

**Attendees:** City: Nick Hogan. Department of Emergency Management: John Carlson. Fire District 2: Scott Griswold, Karl Russell. Stevenson Volunteer Fire Department: Rob Farris, Cody Rosander. Facilitator: Ben Shumaker

"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."

-Abraham Lincoln

### Past Work

1. REVIEW SECOND MEETING:  
Strike Team members read through second meeting notes. No changes to the meeting notes are requested.
2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:  
**Hogan** discusses his update to City Council, describing it as a thorough and complete process. **Farris** recalls his discussions with **Griswold** about the merits of keeping the same two properties currently owned by the FD, expanding at the upper hall and using the lower hall as the satellite facility. **Farris** also discusses a concern raised by one of his firefighters who heard we might request a tax levy for new building. He told the person that it far too early to know whether that would be necessary, but it is a possibility that will be considered later, and ignoring that as a possibility would be irresponsible. **Shumaker** discusses upcoming City Planning Commission meeting where the parking requirements for fire stations will be discussed. He will not be wearing his Strike-Team-Facilitator "hat" at that meeting and recommending a parking standard based on best practices of other communities. He tells Strike Team members that he will provide them with the staff recommendation ahead of time and encouraged their attendance or submittal of written comments at the Planning Commission's January meeting (1-11-16).

**Today's Work**

3. REFINE/WEIGHT SITE SELECTION MATRIX:

Strike Team members review each draft Site Selection Criteria and weight them from 1 (least important) to 5 (most important). To prevent property owners from repeating the entire matrix, specific weightings will be reported as sensitive information at the fourth meeting. Three draft criteria are removed from the rating matrix: Property Access Location, Electricity Availability, Proximity to Homes. Property Width and Potential for Joint Parking Lots are added as rating criteria. Three criteria are described as "go/no go" to eliminate sites from consideration: Buildable Space, Relationship to BNSF Railroad, and Landslide Hazard Areas.

4. REFINE POTENTIAL SITE INVENTORY:

Two sites are added to the initial list to bring the total number to 52. Strike Team members are encouraged to add sites freely as they come up.

5. INTRODUCE DRAFT PROGRAMMATIC NEEDS CHAPTER/BEST FOOTPRINT:

Draft Chapter 3 is provided to Strike Team members for review and future comments. Very little discussion occurs on the chapter, but the draft "Best Footprint" is detailed which programs which rooms can be built initially and which can be added in the future when needed.

Approved\_\_\_\_; Approved as Amended \_\_\_\_\_

\_\_\_\_\_

Scott Griswold, Chair

Date

Minutes by Ben Shumaker

Figure B.1-9 – Fourth Strike Team Meeting Agenda and Notes



## **STEVENSON FIRE HALL STRIKE TEAM**

*Making Tactical Decisions to Improve Emergency Response*

### **Fourth Meeting Agenda**

**Date:** Thursday, March 24, 2016

**Time:** 6:00 to 7:30 PM

**Location:** District 2 Upper Fire Hall

"Progress has brought us both unbounded opportunities and unbridled difficulties. Thus, the measure of our civilization will not be that we have done much, but what we have done with that much."

-Theodore Roosevelt

#### **Past Work**

1. REVIEW THIRD MEETING:
2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:

#### **Today's Work**

3. REVIEW DRAFT REPORT:
  - a. Where's the "best of the best"
  - b. How to read the report
  - c. What are the next steps
4. DETERMINE STRIKE TEAM SUCCESS
  - a. How thorough was your analysis
  - b. How effective was the group's communication
  - c. How effective was the group's evaluation of needs versus desires

#### **Upcoming Work**

5. BEFORE THE NEXT MEETING:
  - a. Schedule joint agency meeting?
6. AT THE NEXT MEETING (TENTATIVELY):
  - a. Review redacted Final Report
  - b. Agree on Action Plan & project leads

#### **Adjourn**

**Ground Rules**

As a member of the Strike Team I will:	As a member of the Strike Team I will not:
Just be an adult about it.	
Clearly articulate my positions or statements.	Disrespect the positions or statements of other Strike Team members.
Ask questions when something is not clear to me.	Be offended when asked to clarify my position or statement.
Communicate Strike Team activities and requests to others in my agency.	Reveal any information from the analysis that could jeopardize site acquisition or increase acquisition costs.
Be flexible with agency needs and desires. Balance "wants" with "needs".	
Balance "future needs" with "existing needs".	
Work toward consensus.	
Accept consensus when it is reached.	

**Consensus**

**Definition of Consensus for Stevenson Fire Hall Strike Team**

Consensus is defined in terms of agreement along a continuum. Team members may register the degree of their agreement according to the language in any of the first six columns. The last (shaded) column on the right side of the continuum is *not* considered acceptable for consensus in this process. Issues where all participants respond with anything to the left of this is considered "agreement by consensus."

Endorse	Endorse with a minor point of contention	Agree with Reservation	Abstain	Stand Aside	Formal Disagreement but will go with the majority	Block
"I like it"	"Basically I like it"	"I can live with it"	"I have no opinion"	"I don't like it but I don't want to hold up the group"	"I want my disagreement to be noted in writing but I'll support the decision"	"I veto this proposal"

Adapted from: "Facilitator's Guide to Participatory Decision-Making," 1996.



## **STEVENSON FIRE HALL STRIKE TEAM**

*Making Tactical Decisions to Improve Emergency Response*

### **Fourth Meeting Notes/Fire District 2 Minutes**

**Date:** Thursday, March 24th, 2016

**Time:** 6:00 PM to 7:00 PM

**Location:** Skamania Fire District #2 Upper Fire Hall

**Attendees:** City: Nick Hogan. Department of Emergency Management: Dave Brown, John Carlson. Fire District 2: Scott Griswold, Karl Russell. Stevenson Volunteer Fire Department: Rob Farris, Cody Rosander. Facilitator: Ben Shumaker

"Progress has brought us both unbounded opportunities and unbridled difficulties. Thus, the measure of our civilization will not be that we have done much, but what we have done with that much."

-Theodore Roosevelt

### **Past Work**

1. REVIEW THIRD MEETING:  
Strike Team members are presented with third meeting notes. Changes are not discussed.
2. SUMMARIZE OUTSIDE UPDATES/DISCUSSIONS:  
Three attendees express their need to leave early, and this agenda item is skipped.

### **Today's Work**

3. REVIEW DRAFT REPORT:
  - a. The Strike Team's discussion begins with the sensitive information in Appendix A which is presented to them for the first time. The 3 "Best of the Best" and the 6 "Rest of the Best" sites are reviewed so all members are aware where the property is, and whether it was reviewed in the 2013 Report. Discussion centers on how the final site list in A.1-1 relates to the evaluation matrices in A.2-1 through A.2-7. Strike Team members take no action but generally accept the validity of the prioritized site list. Members agree to contact Shumaker if they have questions.
  - b. Shumaker describes the report's 100 pages, but assures the group that most users will only need to read the executive summary and the first 1 to 2 pages of the 6 sections (4 body, 2 appendices). Carlson describes the remaining 90+ pages as the Prego Principle—"its in there"—referring to the details they provide if anyone needs to look for them.



- c. Attention turns to Section 2 of the report to understand what's next for this process.

**Consensus Decision Point:** The first draft action from the action plan is fully supported by the Strike Team. Recognizing its limited role in formulating the final action plan (which will rely on formal action from 3 boards), the remaining actions are supported as suggestions—not recommendations—for the partner agencies to consider.

4. DETERMINE STRIKE TEAM SUCCESS:

- a. The Strike Team is satisfied with the thoroughness of the analysis. Several members note that there will be naysayers who question why one site scores better than a neighboring site, but they see that the detail provided in Appendix A will allow those questions to be answered. Members also note that the report will help justify taxpayer and grant agency funding on this project.
- b. The Strike Team is generally quite satisfied with the levels of communication. However some aspects could've been better. Organizing schedules of 9 individuals proved difficult, and, while somewhat understandable based on the depth of the analysis, the final presentation of the report occurred too long after November's First Meeting.  
**Consensus Decision Point:** Hogan and Griswold will contact Muth to give updates on the conclusion of the process. Shumaker is available to assist with any questions that emerge.
- c. The effectiveness of the group's evaluation of wants versus needs is not discussed in detail, but some members express their satisfaction with the group's decisions this time compared to 2013.

**Upcoming Work**

5. BEFORE THE NEXT MEETING:

- a. Hogan offers to work with Mayor Cox to set up a joint meeting between the Stevenson City Council, Fire District 2 Commission and Skamania County Commission. Shumaker is available to assist facilitating the meeting. Brown will brief County Commissioners on process and to expect the request for joint meeting next week.  
Shumaker will add detailed site analyses for the 9 "best" sites and reserves the right to add additional evaluation methodology to Figures A.3-1 through 7.

Approved\_\_\_\_; Approved as Amended \_\_\_\_\_

\_\_\_\_\_  
Scott Griswold, Chair

\_\_\_\_\_  
Da

Minutes by Ben Shumaker



**2016  
Stevenson Fire Hall  
Strike Team Report**

*Making Tactical Decisions to Improve  
Emergency Response*