

Scappoose Rural Fire District

BOARD OF DIRECTORS SPECIAL MEETING Board Members and Required Staff met in-person at the Scappoose Fire District

**Also held electronically via GoToMeeting and telephone call-in number
Saturday, August 1, 2020
9:00 a.m.**

After due and legal notice, President Sorenson called to order the Special Board meeting of the Scappoose Rural Fire District at 9:00 a.m. and led the flag salute.

The following members were in attendance: D. Sorenson, A. Kriek, R. Cairns and M. Gift. D. Graham arrived about 10:45 a.m.

Others in attendance: Interim Chief Pricher, City Manager Michael Sykes, S. Booth and FD Salisbury.

Mr. Sykes led the Board members in an analysis of the Fire District's Strengths, Weaknesses, Opportunities and Threats (SWOT). The diagrams from this meeting are attached as a summary of the discussion and are integral to these notes. The dots next to the topics each indicate that a Board member selected it as having greater weight and/or a higher priority than the other topics.

The Scappoose Urban Renewal District was discussed. Mr. Sykes encouraged the Board members to submit eligible projects for funding from this source on behalf of the District. He said that unfortunately a fire truck does not fall within the legal definition of eligible projects.

COVID reimbursement funding was discussed. Cities and counties, but not special districts, have been awarded funding. Mr. Sykes encouraged the Board members to submit requests to both the City of Scappoose and Columbia County asking for a share of this funding.

After Mr. Sykes finished his presentation, Chief Pricher reviewed the diagrams from the staff's SWOT analysis meeting with the Board members. These diagrams are also attached and follow the diagrams from the Board's meeting. Chief Pricher discussed the many similarities between the Board and staff responses which indicate agreement between the two groups. The differences can generally be attributed to the different perspectives that naturally occur between a 30,000 foot high viewpoint compared to those on the ground.

Chief Pricher discussed funding and communication strategies and the scoping process and said he would have more information for the Board at the next meeting.

The meeting was adjourned at 11:50 a.m.

Stakeholder Analysis



Strengths



Personnel 5
Volunteers



Image/reputation 3

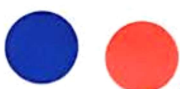
Facilities



Customer Service 4



Community involvement
(events) 3



Facebook
Communication 2



Strong Board 1



Community support 4



Small community 1



ISO rating

Weaknesses

City Council

● ● URD 2

● ● ● ● tax base 4

● ● ● ● Maintaining Recruitment Volunteers 4

● ● ● limited staff 3

● ● ● Old equipment 3

Aging facilities

● ● ● ● No long term Plan 4

● ● ● 5 year levy 3

● - loss historical knowledge 1

● - Covid exposure 1

- Natural disaster

Opportunities

●●● - Community Education ③

●● - City support (URD, covid) ⑤
Hydrant insp.

● - Board education - URD ①

●●● - ↑ Grants
Stabilize Tax Base ③

●● - Expand fire Dist boundary ②








●●●● - IT Partnership
INcrease 5 yr. levy ④*

●●● - Community Services ③
Succession Planning ③

●●● - Newsletter ③

●●●● - Develop 5 yr CIP ④*
Strat Plan - Communication Plan
Develop Facility plan
Staff Analysis

Threats

-  - Covid Pandemic (-4)*
-  - Disasters (-2)
-  - Loss of Funding (-3)
-  - Volunteer recruitment retention (-4)*
-  - Economic uncertainty (-4)*
- ~~Demographic~~
-  - Eroding tax base (-3)
-  - Loss of community support (-5)*

Strategic Actions

- Develop Funding Strategy
- Develop Communication Plan -
- Develop 5 yr CIP
(equip. + facilities)
- Develop Volunteer retention
Strategy

Communication Plan

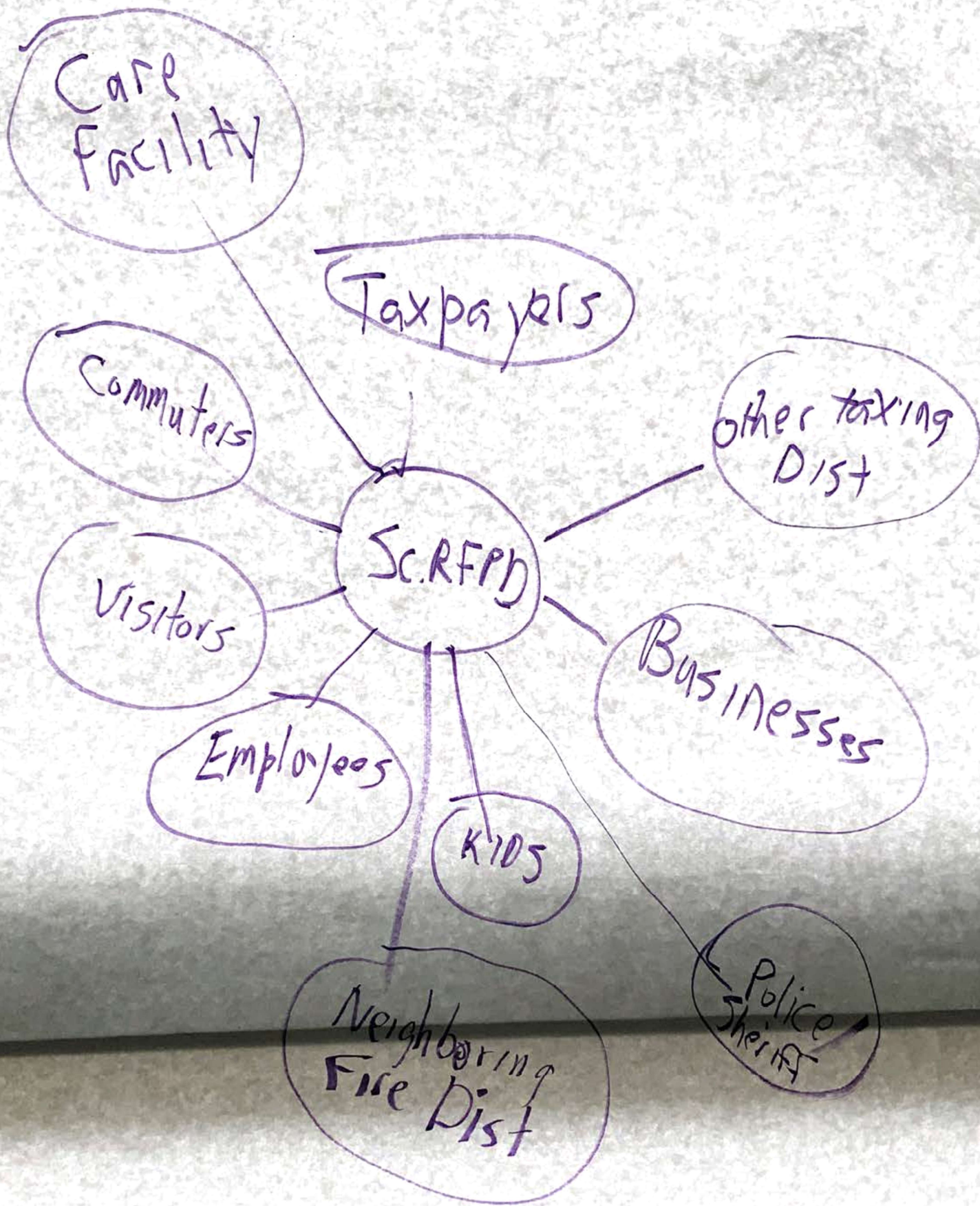
- Facebook, social media
- Newsletter -
- target stakeholders

Develop Funding Strategy

- 1) Staffing needs
Equipment, facilities
- 2) Budget review ~~#~~
- 3) Identify funding options
 - Boundary tax base
 - = 5 yr. levy
 - URD

4) communication strategy
funding

* Story



Weaknesses

- 18 ● - outdated equip/maint.
- 12 ● - outgrowing facility
- 7 ● facility updates

Advancement or Portunity

Management turnover

- ## 21 ●● Funding ●●

~~lack of time~~

- ### 3 Staffing Shortage ●●●

- ## 2 Declining volunteer retention ●●

- ### 3 Internal/external communication

- 2 No long term plan/strategy

IT

Project Accountability/ Follow through)

Opportunities

Community support / Additional Funding

Develop a long term / strategic plan ①

Community outreach ⑥

communication / newsletters
- DASH BOARD

④ Grants

Formalize Volunteer programs
(Clear path) ⑫

① Mentorship

① Succession planning

formal replacement IT

⑩ CIP

- Utilize Individuals Strength

② Training
- Regional partnerships

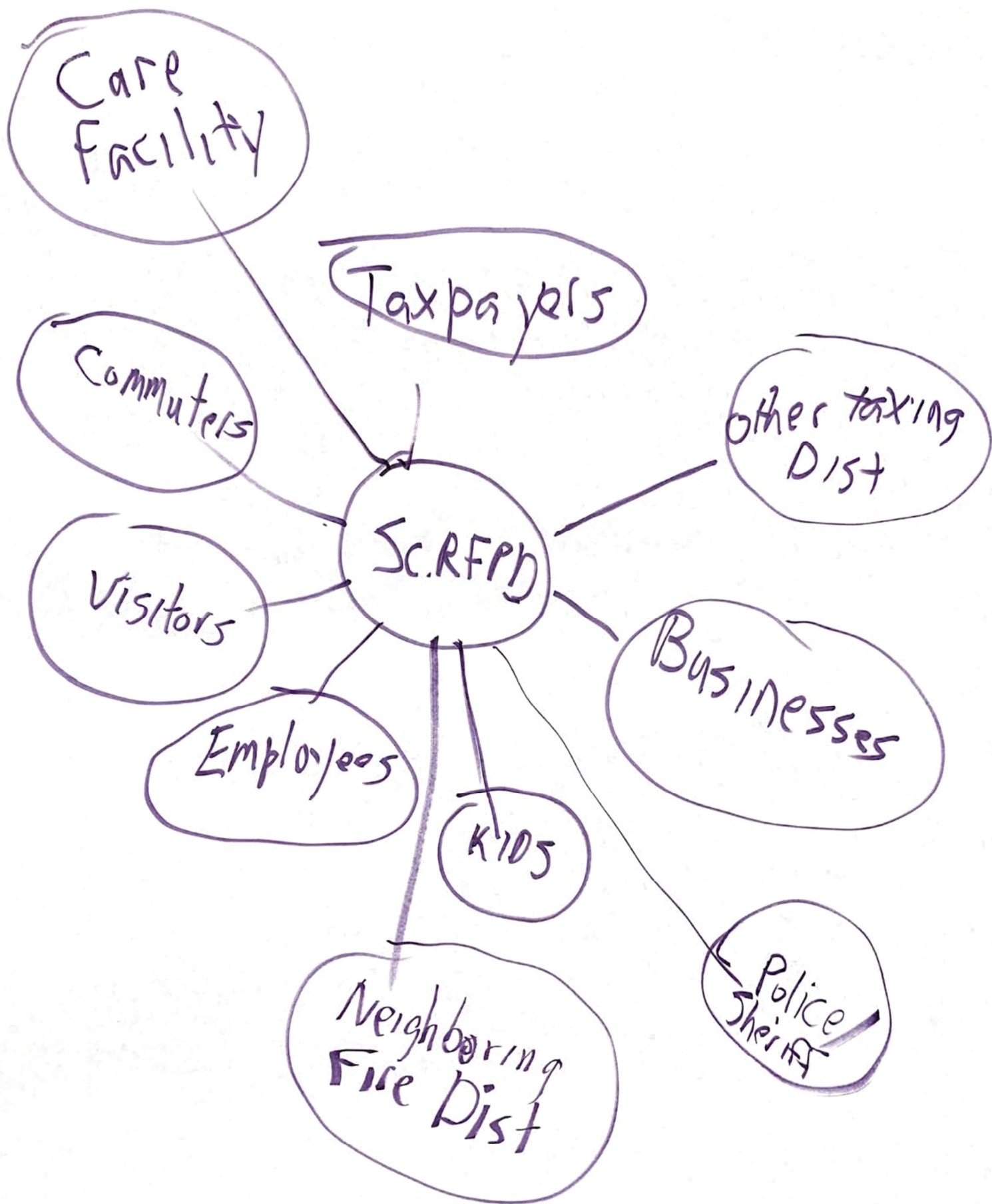
— Develop a funding strategy

— Identify funding priorities
(Staff + Capital)

— Communications plan

— Team building

— Develop Strategic Plan



Opportunities

Community support/Additional Funding

Develop a longterm/strategic plan ①

Community outreach ⑥

Communication/newsletter
- DASH BOARD

④ Grants

Formalize Volunteer programs
(Clear path) ⑫

① Mentorship

① Succession planning

formal replacement IT

⑩ CIP

- Utilize Individuals Strength

② Training
- Regional partnerships