



Clark County Fire District 6

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To: Board of Commissioners
From: Chief Kristan Maurer
Re: First Year Plan
Date: February 4, 2020

After taking the position of Fire Chief at Clark County Fire District 6, my first goal was to meet with all the personnel and go over the guiding principals moving the District forward. I have almost met with all groups. The following are the priorities of the Administration and the philosophies we will base decisions from:

Healthy Community:

If we have a healthy department that will in turn, make our community healthy. Everything we do should have health in mind. The facilities have been and will continue to be designed using the best technology and studies to ensure firefighter health and safety. We have developed and put into practice a Peer Support, we are exploring a better wellness plan, we support workout time and are open to different workouts. We are going to further explore Tactical Athlete and try to incorporate it. We are allowing day personnel to work out. We have top of the line equipment and apparatus. We have expanded the training division to better train our personnel.

For the Administration, it is important that we are healthy as well. We take advantage of the work out time. The Board has supported flexibility in our schedule. This allows us to recover our time away from home and when we are home, we are able to make family a priority.

Leadership Presence:

This is the first time in our history that all the administrative staff have at least a bachelor's degree. We have an outside perspective as well that we need to continually explore and be open to. We need to be present to the personnel. We will celebrate accomplishments and milestones, these celebrations are priority and unless we are out of town, we will be present. Personnel know that we all have a "personal open-door policy." What that means is come into our offices and discuss life. We want to get to know them and their family. We want them to get to know us and our family. It is not an open door to discuss other personnel or issues.

It is important to not only be present within our department but outside as well. As administrators, we want to become more educated, to explore more training and to get to know and regularly meet with our neighboring agencies and groups within our community. We want people to know what Clark County Fire District 6 is.

Community Service:

I am going to go out on a limb here and disagree with the greats (Brunacini and J. Johnson). I don't think we provide customer service; I think we are community servants. A customer is one that purchases a commodity or service. And true, our citizens do that through taxes. But in our case, customers have no choice on who serves them other than do they want service or not.

I believe in servant leadership and that is how we will support our community. Through this type of service, we can explore what the needs are of our community and how we can meet them. In order to do this effectively we have to always look at the big picture and from an elevated view. We cannot have a siloed view and only consider service from one perspective.

Good community service will lead to good business. Also, a strong community is only possible through strong relationships. That is why our outreach and engagement is so important.

So how is community different than customer? A community is a feeling of fellowship with others as a result of sharing common attitudes, interest and goals.

Neighborhood and Special Interest Assignments:

- Maurer - Hazel Dell Salmon Creek Business Association and Felida Neighborhood Association
- Russell - West Hazel Dell and Hazel Dell Neighborhood Associations
- Newberry - Fairgrounds and North Salmon Creek Neighborhood Associations
- Schmitt - Salmon Creek Lions and Sherwood Neighborhood Association

These three things are our common messaging. Healthy community, leadership presence and community service. Everything we do should come back to at least one of these.

Plan for 2020:

The plan for 2020 revolves around work to develop a formal Strategic Plan. Staff has outlined strategic priorities that need to be addressed. However, collaboration is important to ensure all perspectives are explored. The Strategic Priorities that we need to explore include the following:

Vision, Mission, values and identity

The vision, mission statement and values of CCFD6 have not been updated or revisited in more than 15 years. For personnel and members of the public to locate our mission statement is difficult.

These guiding principles should support every decision that we make as an agency. Without a clear understanding of what they are, it can be difficult to support and navigate decisions. Before beginning any planning process, we need to revisit these principles and if necessary, make modifications.

Also, if you look at CCFD6 as a whole, we do not have a single identity that citizens or personnel identify with. Our logo appears different on almost every aspect. From our uniforms, equipment, signage, letterhead / correspondence and apparatus. In order for us to be recognized, we need to market ourselves in one way and proudly portrays that identity in all we do and support.

Response, resources and effectiveness

To provide emergency response is an expensive endeavor and done so with taxpayer dollars. We have to evaluate and ensure we are sending the right resources at the right time to the right place. That is not something you can accomplish with a single adjustment, rather it takes system adjustments.

Staff has already begun to make some of those system adjustments by ensuring that resources are available for emergency responses and not tied up on non-emergent, unnecessary responses. We are evaluating and scrutinizing what we respond to and why. Through this process we are ensuring we are effective with our response model.

We know even with adjustments in response, call volume and population will continue to grow in CCFD6. Now is the time to start exploring alternative staffing models that can supplement future response and needs. How that will look will depend on what we discover through further evaluation.

In 2018, a Master Plan and Standard of Cover was developed for the District. Those plans need to be revisited and modifications made as necessary and data updated. These are a good platform to start a Strategic Plan from. While, not all of the information is applicable, the same concepts are. From here we need to develop a District wide staffing and deployment plan.

We would like to work towards becoming a good neighbor with other agencies, while at the same time becoming a mostly self-sufficient fire service agency. For this to happen, requires financial backing, however staff, through the Strategic Plan, should be able to forecast this and work towards this goal in incremental steps.

Develop a healthy, safe and informed community

This is truly the mission of the fire service, "to proudly protect and serve our community." The best protection is to mitigate the risk before it happens. Currently we have one Public Information Officer. This position is responsible for not only public information, but prevention as well. While, it is feasible that one person could organize both of these programs, it is not feasible that one person could support both of these programs.

The District currently has the personnel that could facilitate this need within the Volunteer ranks. Last year, staff discussed the Fire Corps Program and how that could supplement the District needs. That program has been registered with CCFD6 however, we have not added any personnel or accepted citizens into the program. To help meet this strategic priority, the time to do that is now. The Fire Corp Program falls under the Citizen Corp umbrella. We are already familiar with that aspect of service because it is the same umbrella that the CERT Program falls under.

Staff is also making a concerted effort to get to know our neighboring agencies better. It is beneficial to network so that we are aware of issues within the neighboring communities and we can prepare for how that will affect ours. This includes fire service, law enforcement, public works, CRESA and other agencies we may work with. By knowing other's limitations or successes we can transfer that knowledge to how we serve our citizens.

The Board is already moving in a direction to ensure a better-informed community through the exploration of a newsletter. The District has already established a solid social media platform and continues to grow that. As we move into the future it is important that we continue to keep that communication and information flow out to the community. Part of that communication will be to ensure the public website is up to date and active. As well as ensuring that an Annual Report is published and communication from the Chief is increased.

Ensure the stability of service delivery

To ensure the stability of service delivery, the first thing we must do is secure a Levy Lid Lift in August 2020. The reason this is the first item discussed is because if the Board goes this direction it will need to be submitted to the County in May of 2020. That gives staff minimal time to prepare for this type of campaign. The funds from the levy will ensure the stability of the service delivery in the following ways, but it is not limited to only these:

Seismic upgrades and remodeling of Station 61. This is necessary to keep the station functional in a major disaster, but also to keep our personnel healthy and safe. The upgrades needed at Station 61 will also ensure response efficiency by updating the alerting system and the assurance that apparatus will be able to respond. There are many other areas and factions that need to be addressed within the facility such as personnel space, maintenance, maintenance needs and the Cadet Program.

Apparatus and future apparatus needs. If staff can identify alternate staffing and apparatus to help support response effectiveness, those needs will need to be addressed and will have a financial impact that is not currently budgeted for. Furthermore, with the growth we are experiencing throughout the District especially in the NE corner we would be remiss not to forecast for the future.

It is important that we continually grow our personnel and our department. Recently the Training Division began a Company Officer Development Program. This program is supported by both the District and the Local. These types of programs are valuable in ensuring that we are providing the

best and highest trained personnel possible to meet the needs of our citizens. We need to develop the same type of program for the rank of Battalion Chief. We also have made it a goal in 2020 to have all suppression personnel Firefighter I and Firefighter II IFSAC Certified by the end of the year. When we meet this goal all of our career firefighters will be at least FFI and FFII IFSAC Certified and JATC members. The officers will have those as well as Blue Card Incident Command Certification.

Finally, to support stability of service delivery the Administration and Executive Board of Local 1805 continue to work on building a relationship based on trust and respect. We understand that good relationships take work and communication on both sides and although we may have different interests, at the end of the day we all wear one patch and we are one team. When we have a solid relationship at the top, the rest will fall into place and become stable.

Our four Strategic Priorities that will start our planning process are:

Vision, Mission, Values and Identity
Response, Resources and Effectiveness
Develop a Healthy, Safe and Informed Community
Ensure the Stability of Service Delivery

As we move through this process we may expand on these areas or identify others. I look forward to working through this and presenting the Board with a Formal Strategic Plan over the next year.