



## Strategic Planning Goals and Objectives 2023/2024

Initiative Manager: Fire Chief		
Goal: 1A Work with City government to gain and maintain sufficient and sustainable funding		
	1. Integrate fire department perspective and requirements into the city development/building permit planning process.	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Implementation and collection of accurate and realistic impact fees.	
	2. Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	
	Responsible: Finance Team	Timeline: Long-term
	Outcome: Increase the funding potential for specialized programs/equipment/expenditures.	
Goal: 1B Raise community and city government awareness of department fiscal budget pressure andneeds related to growth.		
	1. Secure additional staff for a dedicated full time basic life support (BLS) transport unit.	
	Responsible: Finance Team	Timeline: Long-term

	<b>Outcome:</b> Increased 24/7 response capacity and increased ambulance fee revenue	
	2. <i>Implement a fee for service or agency subsidized regional training center program</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Increased revenue, training, opportunities, and regional standardization of emergency operations.	



	3. Obtain a light duty multi-functional fire suppression rapid response vehicle	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Long-term
	<b>Outcome:</b> Increase response capability during severe weather events or adverse terrain conditions. Increased revenue from concentrating with the state for wildland deployment.	

<b>Goal: 1C</b> Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.		
	1. Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness.	
	<b>Responsible:</b> Fire Dept. Leadership Team, Finance Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Help identify inefficiencies and priorities in allocating limited financial resources.	
	2. Establish city/community focus groups, designed to engage, educate, and support fire department activities and needs.	
	<b>Responsible:</b> Fire Dept. Leadership Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Engaged community, able to make informed decisions and provide input and advice regarding the fire department budget and operations.	

<b>Goal: 2A</b> Ensure fire department needs and impacts are identified and addressed in community growth planning		
	1. Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Cost-effective built-in fire protection systems and development features support/enhance fire department capabilities and capacity.	

	2. Establish a credible and team-oriented presence in city development/building plans review.	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Short-term



**Outcome:** Realistic and pragmatic evaluation and modifications of plans to ensure fire department operational needs are adequately addressed.

<b>Goal: 2B</b>	<b>Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale</b>	
	1. <i>Continue collaboration with key neighboring agencies in supporting continuity in training, operations, and dispatch.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Increased operational efficiency, firefighter safety and effectiveness.	
	2. <i>Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.</i>	
	<b>Responsible:</b> City Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Helps set the stage for achievable local regionalization of services.	
	3. <i>Explore development of a regional fire authority with willing local partners</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team and City Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> A sustainable, responsive, and cost-effective fire delivery system able to meet regional growth demands for service.	
<b>Goal: 2C</b>	<b>Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.</b>	
	1. <i>Explore the feasibility, models, and cost effectiveness of using part-time paid staffing.</i>	
	<b>Responsible:</b> City Administration Team, Operations Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Maintain timely and effective emergency response during peak call demand times.	

<b>Goal: 3A</b>	<b>Working with community partners, identify innovative approaches in delivering fire department services</b>	
	1. <i>Support our community partners (schools, homeowners associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes &amp; fire safety/extinguisher training.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Mid-term



	<b>Outcome:</b> A more resilient and supportive community who understands the impact of disasters, emergencies and the capabilities and limitations of the department during crisis.	
Goal: 3B Improve interoperability and efficiencies with regional partners		
	1. Increase sharing of resources, equipment, and administration regionally	
	Responsible: Fire Dept. Leadership Team,Operations Team	Timeline: Mid-term
	Outcome: Improved efficiencies, economy of scale, familiarity, and cohesion between agencies.	
Goal: 3C Establish sustainable city and business relationships to improve community safety and resiliency		
	1. Engage elected officials and key city department leaders in a fire department “Ops 101” program.	
	Responsible: Administration Team,Operations Team	Timeline: Short-term
	Outcome: Familiarity and support of fire department operations, and department understanding of the diverse responsibilities and challenges of other city departments	
	2. Survey local business leaders to determine their satisfaction with fire department service levels, current issues and future needs	
	Responsible: Fire Prevention Team	Timeline: Short-term
	Outcome: More responsive reaction and mitigation of issues within the business community.	