



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

	Outcome: 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>	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Increased revenue, training, opportunities, and regional standardization of emergency operations.	



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

Goal: 1C	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.	
	Responsible: Fire Dept. Leadership Team, Finance Team	Timeline: Short-term
	Outcome: 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.	
	Responsible: Fire Dept. Leadership Team	Timeline: Short-term
	Outcome: Engaged community, able to make informed decisions and provide input and advice regarding the fire department budget and operations.	

Goal: 2A	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.	
	Responsible: Fire Prevention Team	Timeline: Mid-term
	Outcome: 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.	
	Responsible: Fire Prevention Team	Timeline: Short-term



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

Goal: 2B	Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale	
	1. <i>Continue collaboration with key neighboring agencies in supporting continuity in training, operations, and dispatch.</i>	
	Responsible: Operations Team	Timeline: Short-term
	Outcome: 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>	
	Responsible: City Administration Team	Timeline: Short-term
	Outcome: Helps set the stage for achievable local regionalization of services.	
Goal: 2C	Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.	
	1. <i>Explore the feasibility, models, and cost effectiveness of using part-time paid staffing.</i>	
	Responsible: City Administration Team, Operations Team	Timeline: Mid-term
	Outcome: Maintain timely and effective emergency response during peak call demand times.	

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



	Outcome: 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. <i>Increase sharing of resources, equipment, and administration regionally</i>	
	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. <i>Engage elected officials and key city department leaders in a fire department “Ops 101” program.</i>	
	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. <i>Survey local business leaders to determine their satisfaction with fire department service levels, current issues and future needs</i>	
	Responsible: Fire Prevention Team	Timeline: Short-term
Outcome: More responsive reaction and mitigation of issues within the business community.		