# STRATEGIC PLAN

## 2024-2029

# Bend Fire & Rescue

### Bend, Oregon

# Contents

# Strategic Planning Overview

Strategic Planning is a systematic process where the organization maps out its vision for how best to serve the community. The process will set priorities, focus energy, strengthen operations, and ensure staff are working toward the common goal of making life better for the community served. The plan is hyper focused on what the organization can do over the next three to five years.

The key steps in the process used by AP Triton involves:

- **Environmental Scan:** This involves an overview of the City of Bend, Deschutes Rural Fire Protection District #2, and Bend Fire & Rescue to understand the context and environment in which they operate.

- **Internal and External Surveys:** Gathering perspectives from both internal and external stakeholders about the organization and its service to the community.

- **Mission, Vision, and Values:** Defining the organization's fundamental purpose, its long-term aspirations, and the core values that shape its culture, behavior, and decision-making processes.

- **Core Programs and Services:** Identifying the core services provided by the department, along with the support services, both internal and external, that aid in their delivery.

- **SWOC Analysis:** Assessing the organization's strengths, weaknesses, opportunities, and challenges.

- **Critical Issues and Service Gaps:** Identifying critical issues and service gaps that will drive the development of strategic initiatives.

- **Strategic Initiatives:** Pinpointing broad initiatives where there is a need and opportunity to improve service to the community.

- **Outcome Statements:** Articulating clear statements that define what success looks like for strategic initiatives.

- **Action Items:** Detailing the steps or actions required to achieve each goal.

# Methodology

Bend Fire & Rescue engaged AP Triton to lead its Strategic Planning Process. A Strategic Planning Committee, composed of representatives from various sections of the organization, was formed. This committee met monthly with AP Triton to gather information in preparation for the planning workshop. Surveys were conducted for both the public and organizational members.

An evening session was held for the public, providing an overview of the organization and presenting the community survey results. AP Triton facilitated a discussion to identify the strengths, weaknesses, opportunities, and challenges for Bend Fire & Rescue.

Following this, the Strategic Planning Committee met for two and a half days to review data from the environmental scan, community survey, meeting outcomes, and organizational survey. The committee reviewed the mission, vision, and value statements, identified core services provided, and conducted a comprehensive SWOC analysis (Strengths, Weaknesses, Opportunities, and Challenges).

The committee then pinpointed critical issues and service gaps to develop strategic initiatives and action items for inclusion in the strategic plan.

AP Triton provided a final report to Bend Fire & Rescue, allowing the administration to gather review and input from its members before finalizing the draft plan. Bend Fire & Rescue will then present the strategic initiatives and action items to the City Council and Rural Board for consideration and adoption by both governing bodies.

During each budget cycle, staff will review the action items, making necessary modifications or additions, and determine which items will be included in the next biennial budget. The biennial budget will outline a two-year plan for the action items, divided into first-year and second-year efforts.

Annually, staff will identify and publish the action items completed in the previous year and those planned for the upcoming year. In the fourth year of the plan, staff will conduct a final review of progress and begin developing the next strategic plan.

# Section I:
# ENVIRONMENTAL ASSESSMENT

# Environmental Scan

### City of Bend

In the geographic center of Oregon, Bend is nestled between the eastern side of the Cascades and the high desert. Once a small logging town, Bend is now a mecca for outdoor enthusiasts. With the Deschutes River flowing through town, Mount Bachelor Ski Resort 22 miles up the Cascade Highway, and hundreds of miles of trails for hiking and mountain biking, Bend is a truly idyllic Pacific Northwest mountain town.

The City of Bend (City) is governed by an elected body of citizens at large, the City Council, whose primary role is to set policy that reflects community values. The current population of the city is approximately 100,000 residents. According to projections from Portland State University, the population of Bend is anticipated to increase to 155,806 by the year 2045.

### Bend Tourism

Tourism is a key component of Central Oregon's economy. According to Visit Bend, the tourism marketing agency, roughly 1.4 million visitors came to Bend in 2021, and about 4 million visit the region annually. Each year, tourism brings about $336 million to the Bend economy, and the tourism industry employs more than 7,100 residents.

### Deschutes County Rural Fire Protection District #2

Officially established in 1952, Deschutes County Rural Fire Protection District #2 (District) provides fire prevention, protection, and suppression services to residents living outside the Bend city limits through a partnership with the City. In 1991, the charter was expanded to include emergency medical services (EMS).

The District covers approximately 140 square miles of suburban and forested land and serves over 35,000 residents. It is governed by an elected five-member volunteer Board of Directors. The paid Executive Director manages the day-to-day operations, fiscal and contract management, and performs administrative and public relations functions on behalf of the District.

## Bend Fire & Rescue

Bend Fire & Rescue (BF&R) is the provider of essential fire and EMS services to Bend and the surrounding rural community, with an estimated total population of 135,000. The ambulance service area covers 1,450 square miles.

BF&R operates six fire stations with a total of 150.62 personnel: 122 uniformed staff, 18.62 EMS-only staff, and 10 civilian staff. Minimum operational staffing is 31 per day: 27 firefighters (including the Battalion Chief) and four ambulance operators staffing basic life support (BLS) ambulances. An engine or truck is staffed with four firefighter/paramedics, and an ambulance with two emergency medical responders.

The City of Bend and the Rural District have an Insurance Services Office (ISO) Public Protection Classification of 2 for properties within five miles of a fire station and 1000' of a hydrant; Class 5 in the Rural District within five miles of a fire station without hydrants; and Class 10W for areas beyond five miles from a fire station in the Rural District.

## Fire Stations

BF&R fire stations' age, condition, and staffing are outlined below.[1]

| Station | Year Built | Condition | Staffing |
|---------|-----------|-----------|----------|
| 301 | 1999 | Fair-Good | Engine 321 with three<br>Medic 371 with two Advanced Life Support (ALS) |
| 302 | 2018 | Excellent | Engine 322 with three |
| 303 | 1999 | Fair-Good | Engine 323 with three<br>Medic 373 with two (ALS) |
| 304 | 2001 | Fair-Good | Engine 324 with three<br>Medic 374 with two (ALS)<br>Medic 378 with two (BLS) |
| 305 | 1999 | Fair-Good | Ladder 355 with four<br>Medic 377 with two (BLS) |
| 306 | 2018 | Excellent | Battalion Chief 312 with one<br>Engine 326 with three<br>Support Response Vehicle 386 with one |

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[1] Data Table on Facilities and Fire Stations completed by BF&R.

# Fire Department Org Chart (2024)

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                                          ┌─────────────┐
                                          │  Fire Chief │
                                          └──────┬──────┘
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┌───────────────┐  ┌───────────────┐ ┌──────────┐ ┌───────────────┐ ┌─────────────┐
│ Deputy Chief  │  │ Deputy Chief  │ │   Fire   │ │ Deputy Chief  │ │  Business   │
│  Operations   │  │     EMS       │ │  Marshal │ │Administration │ │  Manager    │
└───────────────┘  └───────────────┘ └──────────┘ └───────────────┘ └─────────────┘
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**Deputy Chief Operations**
- Battalion Chief - Training
  - Captain - Ops Training
  - Training Assistant
- Battalion Chief (3)
  - Captain (21)
  - Engineer (21)
  - Firefighter (61)
- Public Safety System Administrator

**Deputy Chief EMS**
- Captain - EMS Training
  - Program Technician
  - Captain - Ambulance Operator Program
  - Ambulance Operators (18.62)
  - Fire/EMS Reporting Coordinator
- Ambulance Billing Supervisor
  - Ambulance Billing Technician (2)
  - Accounting Tech II

**Fire Marshal**
- Assistant Fire Marshal
  - Deputy Fire Marshal (2)
  - Fire Inspector (4)
  - Program Coordinator
  - Volunteer Coordinator

**Deputy Chief Administration**
- Logistics Coordinator (2)

**Business Manager**
- Purchasing Coordinator
- Scheduling & Logistics Analyst

## Services Provided[2]

BF&R provides the following services for the City and the District.

| Services Provided | Yes/No - Description |
| --- | --- |
| Fire Suppression | Yes |
| Wildland Suppression | Yes: 4 Type 3 wildland interface engines and 2 water tenders. |
| EMS First Response (levels) | 5 ALS engines, 1 ALS ladder truck, and 3 ALS transporting ambulances staffed with firefighters. 2 BLS transporting ambulances staffed with ambulance operators who are not firefighters. |
| Ambulance Transport (levels) | Both ALS and BLS |
| Hazmat Response (level) | First responder operations |
| Heavy Rescue | Yes – extrication and technical rescue capable |
| Water Rescue | Yes – operations and technician level |
| Trench Rescue | Yes – operations and technician level |
| Other Technical Rescue | Confined space rescue, vehicle and machinery rescue, high-angle rescue |
| Emergency Management | No |
| Community Risk Reduction | Community risk reduction programs including but not limited to smoke alarm installations, juveniles with fire interventions, CPR classes, fire extinguisher classes, senior citizen home safety assessments, and commercial fire inspections. |
| Wildfire Risk Assessment | Wildfire risk assessments and defensible space consultations for residents upon request at no charge, including educational presentations to local neighborhood associations and HOA's. |
| Child Car Seat Install and Inspections | Community drive-in car safety seat clinics every other month offered at no charge. |
| Fire Inspection and Code Enforcement | Fire and life safety inspections in commercial occupancies and subsequent fire code enforcement. |

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[2] Data Table on Overview of the Agency completed by BF&R.

| Services Provided | Yes/No - Description |
|---|---|
| Building Plan Review | Fire plans review and consultations in the form of pre-application meetings with developers, formal fire plans review, and final acceptance inspections. |
| Permitting and Site Inspections | Permits are issued for debris burning outside of city limits and special events. Site inspections are conducted at these events to ensure compliance with the application materials presented. |
| Public Education and Prevention | Public education requests for station tours, fire extinguisher classes, CPR and Stop the Bleed, school visits, and fire safety talks for HOAs and neighborhood associations. |
| Fire and Arson Investigation | Fire Investigation Team activated when requested by the Incident Commander. Team members are certified fire investigators and attend annual training functions to maintain skills and best practices. |

## Response Apparatus

BF&R primary emergency response apparatus age, condition, and status are outlined below.[3]

| Unit | Apparatus Type | Year | Condition | Status |
|---|---|---|---|---|
| 321 | Type 1 Engine | 2015 | IV | Frontline |
| 322 | Type 1 Engine | 2015 | II | Frontline |
| 323 | Type 1 Engine | 2015 | IV | Frontline |
| 324 | Type 1 Engine | 2015 | IV | Frontline |
| 326 | Type 1 Engine | 2015 | III | Frontline |
| 325 | Type 1 Engine | 2015 | III | Reserve |
| 341 | Type 3 Engine | 2019 | I | Frontline |
| 342 | Type 3 Engine | 2007 | III | Frontline |
| 343 | Type 3 Engine | 2019 | I | Frontline |

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[3] Data Table on Capital Equipment Inventory completed by BF&R.

| Unit | Apparatus Type | Year | Condition | Status |
|------|----------------|------|-----------|--------|
| 344 | Type 3 Engine | 2007 | III | Frontline |
| 355 | Ladder Truck | 2019 | I | Frontline |
| 357 | Ladder Truck | 2003 | IV | Reserve |
| 365 | Rescue | 2000 | IV | Frontline |
| 361 | Rescue | 1999 | IV | Reserve |
| 333 | Water Tender | 1995 | IV | Frontline |
| 334 | Water Tender | 1995 | IV | Frontline |
| 372 | Ambulance | 2016 | IV | Frontline |
| 378 | Ambulance | 2016 | II | Frontline |
| 373 | Ambulance | 2016 | III | Frontline |
| 374 | Ambulance | 2016 | IV | Frontline |
| 377 | Ambulance | 2016 | IV | Frontline |
| 371 | Ambulance | 2021 | II | Frontline |
| 375 | Ambulance | 2016 | III | Reserve |
| 370 | Ambulance | 2016 | IV | Reserve |

## Fleet Maintenance

City of Bend Fleet Maintenance performs the following functions for BF&R[4].

| Fleet Maintenance Performance | Yes | No |
|-------------------------------|-----|----|
| Emergency Vehicle Technicians (EVT) qualified | X | |
| Current vehicle and apparatus maintenance manuals available | X | |
| Preventative maintenance checks conducted regularly | X | |
| Maintenance records maintained for all apparatus & vehicles | X | |
| Pump tests performed annually in accordance with NFPA 1911 | X | |

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[4] Data Table on Capital Equipment Inventory completed by BF&R.

## Budget

The following figure represents the total resources and requirements for BF&R for the 2021–23 and 2023–25 biennium.[5]

| Resources | Actuals 2021–2023 | Revised Budget 2023–2025 |
|---|---|---|
| Beginning working capital | 6,678,398 | 9,277,400 |
| Property tax | 5,518,771 | 14,890,700 |
| Room tax | 587,469 | 604,100 |
| Intergovernmental revenues | 12,076,865 | 15,830,500 |
| Charges for services | 12,913,064 | 10,126,000 |
| Miscellaneous | 347,229 | 272,900 |
| Debt proceeds | 1,449,721 | 3,457,800 |
| Interfund transfers | 49,834 | 83,300 |
| General fund subsidy | 35,798,377 | 39,040,200 |
| **Total Resources** | **75,419,728** | **93,582,900** |
| **Requirements** | **Actuals 2021–2023** | **Revised Budget 2023–2025** |
| Personnel services | 47,109,562 | 60,927,200 |
| Materials and services | 6,592,728 | 8,283,000 |
| Capital outlay | 2,259,277 | 6,608,500 |
| Interfund Transfers | 7,525,660 | 9,946,000 |
| Debt Service | 1,386,970 | 1,989,500 |
| Contingency | 0 | 5,828,700 |
| **Total Requirements** | **64,874,197** | **93,582,900** |

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[5] 2023–2025 COB Fire Adopted Budget.

## Property Taxes[6]

Property taxes levied on assessed value within the City of Bend and the Rural Fire Protection District #2 provide most of the funding for operations. The City of Bend has a permanent tax rate of $2.80 per $1,000 of assessed value, and similarly, the Rural Fire Protection District #2 has a permanent tax rate of $1.43 per $1,000 of assessed value. Out of their respective permanent tax rate collections, both the City and District contribute $1.185 per $1,000 of assessed value to the Fire fund.

Over the years, the city and rural district have agreed to additional funding support:

- A local operating levy of $0.20 approved by voters in 2014 and renewed in 2019.

- In fiscal year 2022, an additional $0.02 per $1,000 assessed value allocated for operations and fire station maintenance.

- The city and district agreed to an additional short-term contribution of $0.10 per assessed value in fiscal years 2023 and 2024, allowing for additional staffing and administrative support.

- Finally in 2023, voters approved a $0.56 increase to the operating levy, raising it to $0.76 per $1,000 assessed value. This levy rate went into effect July 1, 2024, and is designed to sustain current staffing levels and enhance medical services over the next five years.

| Tax Rates | 2024–25 | 2023–24 | 2022–23 | 2021–22 | 2020–21 |
|---|---|---|---|---|---|
| Permanent Tax Rate Contribution | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 |
| Local Option Levy | 0.760 | 0.200 | 0.200 | 0.200 | 0.200 |
| 2021 – Temporary Contribution | | 0.020 | 0.020 | 0.020 | 0.020 |
| 2022 – Temporary Contribution | | 0.100 | 0.100 | | |
| **Total Contribution** | **$1.945** | **$1.505** | **$1.505** | **$1.405** | **$1.405** |

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[6] Funding Sources Explained document provided by BF&R.

**DCRFPD#2 Fire Protection Services Contract Payments**

For fiscal year 2024-2025, the District pays the following for fire protection services:

- City of Bend Contract Fees: $4,985,587
  - $1.185/$1,000 assessed valuation

- Local Option Levy: $3,069,607
  - $0.76/$1,000 assessed valuation

**GEMT/Ambulance Transport Revenue[7]**

Ground Emergency Medical Transport (GEMT) ambulance transport revenue refers to the income generated by EMS providers for the transportation of patients via ambulance during medical emergencies. This revenue is derived from payments made by various sources, including government programs such as Medicare and Medicaid, private insurance companies, and direct payments from patients.

BF&R serves a diverse patient population with a variety of insurance sources. The payer mix at BF&R includes a range of insurance types that patients utilize for their emergency medical transport needs. The collection rates reflect the effectiveness of BF&R's billing and reimbursement processes across these different insurance categories. Total transports represent the number of emergency medical transports conducted by BF&R during 2023.

***Payer Mix***

- 52.8% Medicare

- 21% Medicaid

- 17.1% Private Insurance

- 7.2% Self Pay

- 1.9% Veterans

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[7] Billing transport and collection rates document provided by BF&R.

### Collection Rate

- Gross collection rate that compares billed charges (not adjusted for Medicare and Medicaid allowable rates) to actual collections is approximately 42%. Approximately 74% of our patients are covered by Medicare or Medicaid, necessitating federal and state mandated contractual write-offs. This is the greatest contributing factor to our gross collection rate.

- Net collection rate is approximately 86%

- Note: The discrepancy between gross and net collections is primarily due to low and stagnant reimbursement rates from Medicare and Medicaid.

### Total Transports

- 2023 billed transports: 6,792

- 2023 billed non-transports: 2,607

### Net Collections

| Ambulance Revenue | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|
| **Ambulance Billing** | 3,278,129 | 3,705,350 | 4,350,623 | 3,820,808 |
| **Ground Emergency Medical Transport (GEMT)** | | | | |
| GEMT-CCO | | 755,499 | 1,331,290 | 1,255,725 |
| GEMT-FFS | 583,313 | 583,562 | 377,225 | |
| *Less Agency Payment* | *(131,282)* | *(344,136)* | *(310,502)* | *(478,399)* |
| **Total GEMT Revenue** | **452,031** | **994,925** | **1,398,013** | **777,327** |
| **Total Ambulance + GEMT** | **3,861,442** | **5,044,410** | **6,059,138** | **5,076,533** |

### Other Revenue Sources

In addition to property taxes, Bend Fire & Rescue (BF&R) generates revenue from several other sources. These include fees generated by ambulance transports and prevention inspections, federal and state funds that include reimbursement funds from Medicare-related emergency transports, grants, and transient room taxes collected from vacation rentals and hotels/motels. Additionally, BF&R benefits from beginning working capital, which consists of leftover cash carried over from the previous fiscal year.

## Core Programs and Services

Bend Fire & Rescue is dedicated to delivering top-tier services that ensure the safety, well-being, and resilience of our community. Our comprehensive range of programs and services is designed to address both external and internal needs, providing exceptional support and protection. From Emergency Medical Services and fire suppression to community outreach and internal logistics, we strive to uphold the highest standards in every aspect of our operations. Our commitment to excellence and trustworthiness is reflected in the diverse array of services we offer.

### *External Services Provided:*

- Emergency Medical Services (EMS) and Ambulance Transport

- Fire Suppression

- Wildland Fire Suppression

- Technical Rescue

- Hazardous Materials Response

- Community Risk Reduction Services

- New Construction Plans Review, Permitting, and Site Inspections

- Community Events, Public Outreach, and Education

### *Internal Support Services:*

- Training Division

- Physical and Mental Health Programs

- Logistics and Supply

- Apparatus Maintenance

- Scheduling

- Budget

- Procurement, Human Resources, Information Technology

- Communications

- Pre-Incident Planning

## Performance Measures[8]

BF&R has adopted the following two performance measures:

- Emergency response times, both in the City of Bend and the surrounding Rural Fire Protection District. The goal is to have the first unit on scene within 6 minutes in the city and 9 minutes in the rural district.

- BF&R aims for a cardiac survivability rate of 50%. Over the past eight years, our average rate has been above 50%, consistently exceeding both state and national averages. This statistic includes patients who experienced a witnessed cardiac arrest where an AED (Automated External Defibrillator) could be used.

### Call Volume and Performance[9]

The following figure shows type of calls, response time, hours out of resources, and average daily staffing levels.

| BF&R Response Statistics | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|
| Total Fire Calls | 355 | 317 | 299 | 325 |
| *Structure Fires* | *99* | *121* | *132* | *123* |
| *Brush Fires* | *176* | *96* | *101* | *118* |
| *Other Fires* | *80* | *100* | *66* | *84* |
| Total EMS Calls | 9,441 | 10,902 | 11,358 | 11,458 |
| Total Service Call | 1,738 | 1,817 | 1,870 | 2128 |
| **Total Incidents** | **11,534** | **13,036** | **13,526** | **13,911** |
| Average Response Time - City | 0:06:02 | 0:06:03 | 0:05:52 | 0:05:47 |
| Average Response Time - DCRFPD2 | 0:09:26 | 0:09:03 | 0:09:30 | 0:08:57 |
| Hours ALS Resources Unavailable | 5:50:11 | 5:15:00 | 5:26:05 | 1:39:27 |
| Average Daily Staffing Levels | 25.02 | 25.35 | 28.88 | 30.56 |

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[8] Performance measures document provided by BF&R.
[9] Emergency Response Statistics document provided by BF&R.

## Growth Forecast for the City

The City of Bend Growth Management Division has organized the city into five areas to identify growth and major projects: the Core Area, NW Bend, NE Bend, SW Bend, and SE Bend.
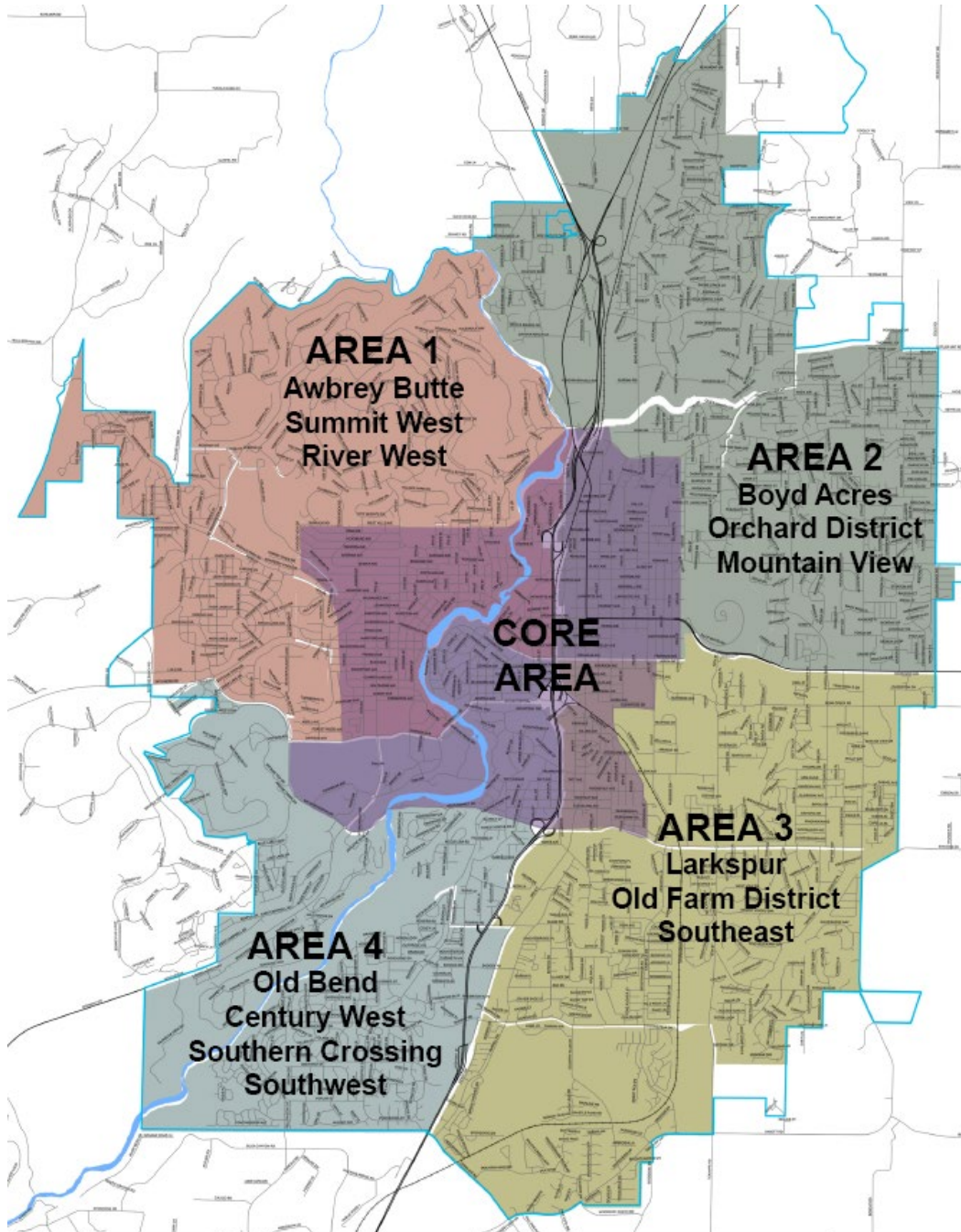
**CORE AREA**

- Growth Areas: The Core Area has been identified by the community for more urban-scale development. Most of these areas, except the Century Drive opportunity area, have been included in the Core Area Tax Increment Finance District. A dashboard of Core Area performance metrics may be found here.

  - Bend Central District: Opportunity for the 3rd Street commercial strip to become a mixed-use area
  - KorPine: Opportunity to transform an industrial area into a mixed-use district
  - Inner Highway 20/Greenwood: Opportunity to shift to a more walkable mixed-use area
  - East Downtown: Long-term opportunity for an extension of downtown
  - Century Drive area: A key part of the Central Westside Plan

- Major Projects:

  - OSU Cascades master plan
  - Major housing and mixed-use projects
  - Midtown crossings

**NORTHWEST BEND**

- Growth Areas:

  - Shevlin Expansion Area
  - West Expansion Area

    - 14 acres mixed employment, 7 acres commercial (near Miller Elementary School), 225 acres residential
    - 650 residential units
    - 40 acres new public park

- Major Projects:

  - Skyliners Road/Skyline Ranch Road roundabout
  - Skyline Ranch Road from Skyliners Road to Shevlin Park Road
  - Upgrades to Shevlin Meadows, Shevlin Commons, and Awbrey Glen pump stations

**NORTHEAST BEND**

- Growth Areas:
  - North Triangle Expansion Area
  - OB Riley Expansion Area
  - Juniper Ridge
    - 500 acres planned for industrial, and employment uses
    - City of Bend Public Works campus

- Major Projects:
  - NE Interceptor (Sewer)

**SOUTHWEST BEND**

- Growth Areas:

  - Central Oregon Irrigation District Opportunity Area: Long-term opportunity for a new neighborhood near the Deschutes River
    - Development of this area has a view shed easement until 2034
  - River Rim Opportunity Area, aka River Vale Master Plan
    - 78 lots were developed in this area in 2018–2019

- Major Projects:

  - Southern Bridge Crossing: The City has identified a long-term need to evaluate options for a southern bridge crossing over the Deschutes River

**SOUTHEAST BEND**

- Growth Areas:
  - Southeast Expansion Area, aka "The Elbow" aka Southeast Area Plan
    - 479 acre site planned for over 1,100 new housing units and over 2,800 new jobs, in addition to a future regional park
  - Stevens Ranch Master Plan and the Stevens Road Tract
  - SE 15th Street Opportunity Area, aka Easton Master Plan and Bend La Pine School Master Plan
    - Caldera High School (opened 2021) and future middle school (to be developed)
  - The Thumb Expansion Area

- Major Projects:
  - JL Ward Master Plan
    - 150 acres for single family detached homes
  - Southeast Area Pump Station Project

# Community Survey

The survey conducted by AP Triton on behalf of Bend Fire & Rescue (BF&R) gathered responses from 273 participants, providing a comprehensive overview of the community's relationship with the department, service priorities, first responder qualities, communication preferences, planning considerations, satisfaction with services, and specific feedback on performance and expectations. This survey has a confidence factor of 95% with a margin of error ±6%.

## Key Findings

The survey results highlight several key findings for Bend Fire & Rescue (BF&R). The community places the highest priority on fire suppression (89%) and emergency medical services (88%). The top qualities valued in first responders include competence and preparedness (average score: 5.35), promptness (4.86), and kindness, courtesy, and professionalism (3.79). Additional suggested qualities include physical fitness, safety, stress management, communication skills, and community engagement. Preferred communication methods are text messages and emails (76%), the department's website (44%), and social media (37%), indicating a need for a multi-channel approach to effectively reach the community. Planning considerations prioritize technical competence of personnel (4.52), maintaining and improving response times (3.39 and 2.94), and reliable equipment (2.75), with service expansion being less critical (1.4).

Service satisfaction is high, with 85% of respondents very satisfied and 10% satisfied, citing professionalism, empathy, and effective communication as key factors. Response times show high satisfaction in the City of Bend (56% very satisfied), but mixed satisfaction in the Deschutes Rural Fire Protection District, with 11% expressing dissatisfaction. Accessibility and inclusiveness are positively perceived by 67% of respondents, though 32% neither agree nor disagree, indicating a need for increased awareness.

Positive feedback highlights BF&R's fast, effective, and professional emergency response, strong community engagement, and high levels of courtesy and customer service. Desired improvements include better response times, especially in rural areas, increased staffing and resources, enhanced community outreach and education, and technological and infrastructure improvements. Concerns focus on the need for additional stations and adequate funding, improved response times in rural areas, continuous training and mental health support for staff, and increased efforts in fire prevention education.

## Key Recommendations

- **Maintain and Improve Response Times:** Focus on reducing times in rural areas.

- **Increase Staffing and Resources:** Hire more personnel and ensure adequate equipment.

- **Enhance Community Outreach:** Expand education and prevention programs.

- **Adopt a Multi-Channel Communication Strategy:** Utilize various methods to reach all community members effectively.

- **Continuous Training and Support:** Ensure ongoing training and mental health support for staff.

- **Strategic Planning for Growth:** Prepare for the community's rapid growth with proactive resource allocation.

## Community Survey Results

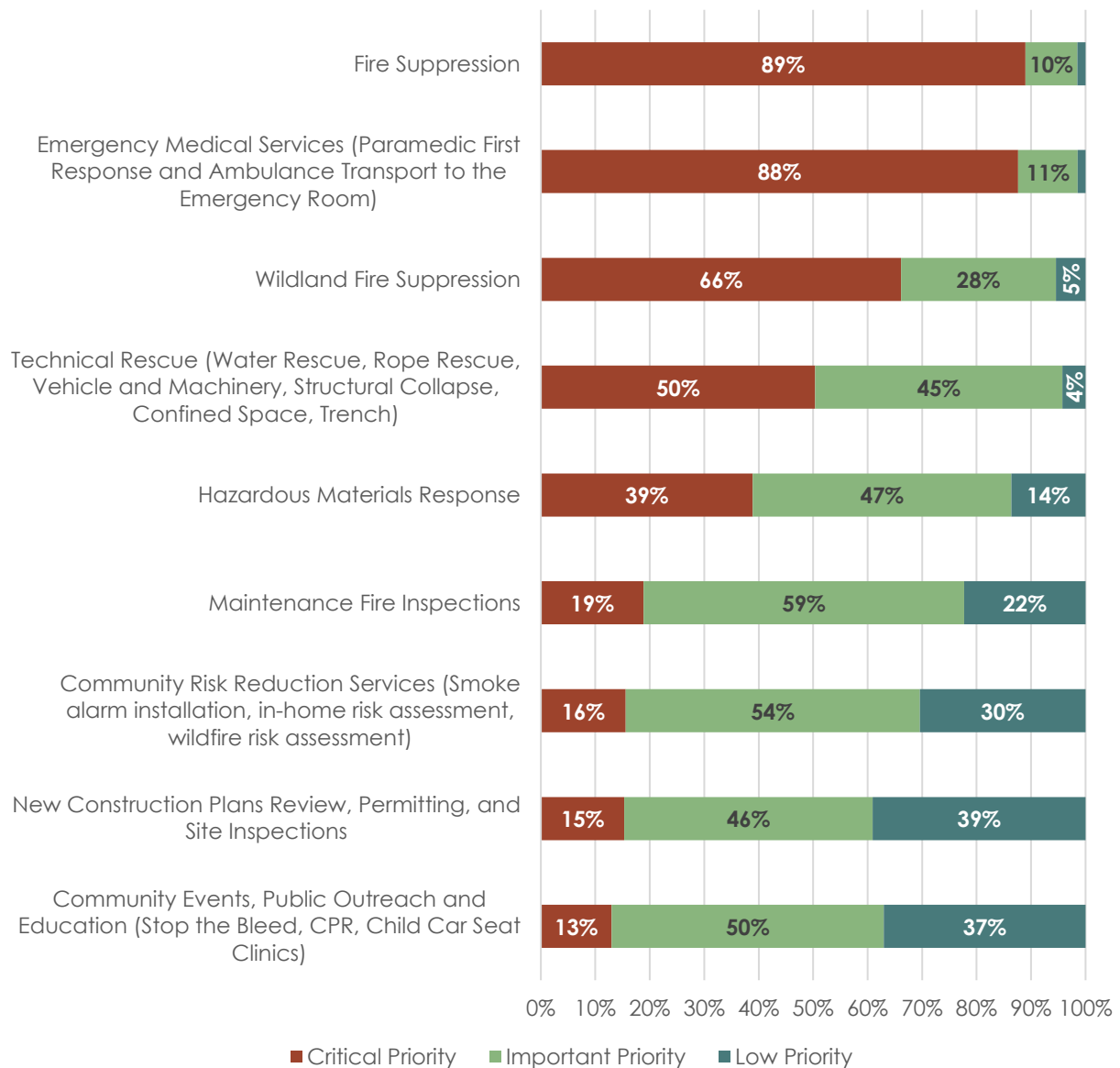### *Which of the following best describes your relationship with Bend Fire & Rescue?*

The survey results indicate that the majority of respondents (68%) are residents of the City of Bend, while 23% are residents of the Deschutes County Rural Fire Protection District #2. Only a small fraction (3%) of respondents are business owners or employees within the City of Bend, and none are business owners or employees within the Deschutes County Rural Fire Protection District #2. Additionally, 3% of respondents are frequent visitors to the service area, and 2% are public safety services partners. The 'Other' category, which includes 1% of respondents, comprises volunteers, retired individuals, partnering organizations in wildland fire community outreach, and police.
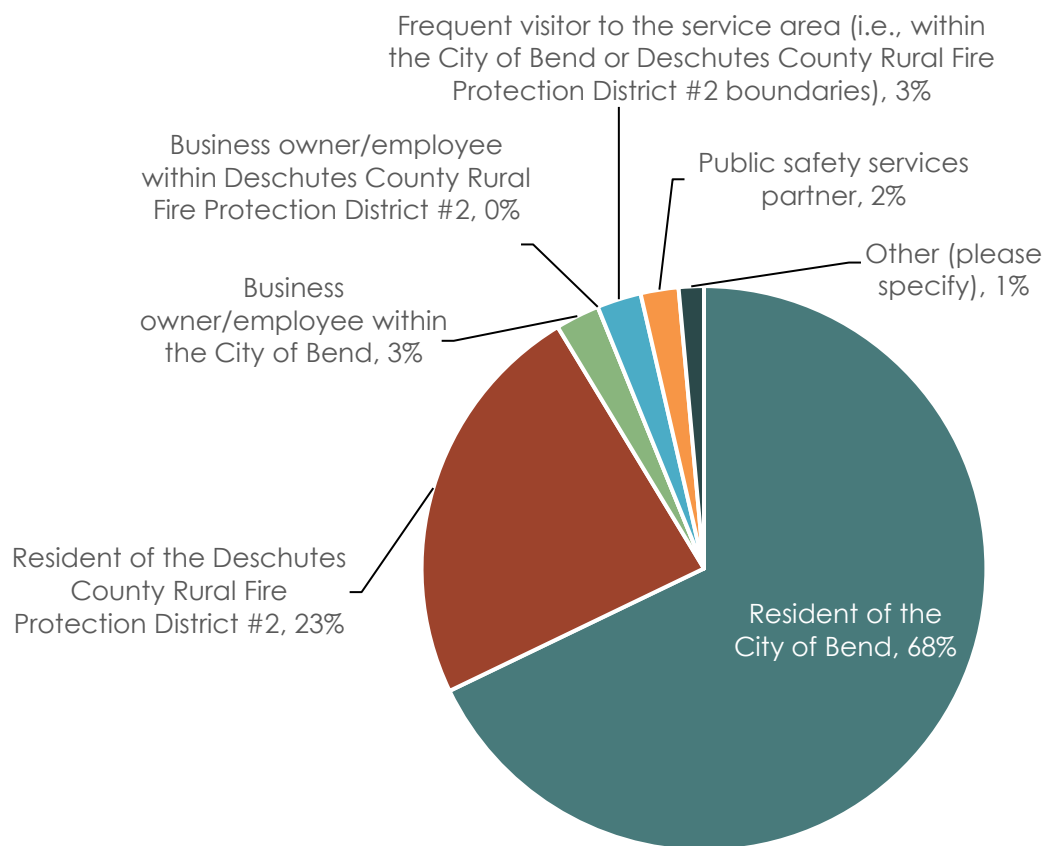


These findings highlight that the primary engagement comes from local residents, both within the city and the surrounding rural district. However, there is minimal representation from the business community, particularly from those within the rural fire protection district. The survey also reveals a broader community involvement beyond the predefined categories, as seen in the diverse 'Other' responses.

***Please rate the following services provided by Bend Fire & Rescue using a scale of critical priority, important priority, or a low priority. If you would like to see a service added, please list it in the comment field.***

The survey results indicate that the community places the highest priority on fire suppression and emergency medical services, with 89% and 88% of respondents, respectively, rating these as critical priorities. Wildland fire suppression also emerged as a significant concern, with 66% of respondents considering it a critical priority. Technical rescue services, including water and rope rescue and vehicle and machinery extrication, were deemed a critical priority by 50% of respondents.

| Service | Critical Priority | Important Priority | Low Priority |
|---|---|---|---|
| Fire Suppression | 89% | 10% | |
| Emergency Medical Services (Paramedic First Response and Ambulance Transport to the Emergency Room) | 88% | 11% | |
| Wildland Fire Suppression | 66% | 28% | 5% |
| Technical Rescue (Water Rescue, Rope Rescue, Vehicle and Machinery, Structural Collapse, Confined Space, Trench) | 50% | 45% | 4% |
| Hazardous Materials Response | 39% | 47% | 14% |
| Maintenance Fire Inspections | 19% | 59% | 22% |
| Community Risk Reduction Services (Smoke alarm installation, in-home risk assessment, wildfire risk assessment) | 16% | 54% | 30% |
| New Construction Plans Review, Permitting, and Site Inspections | 15% | 46% | 39% |
| Community Events, Public Outreach and Education (Stop the Bleed, CPR, Child Car Seat Clinics) | 13% | 50% | 37% |

0%   10%  20%  30%  40%  50%  60%  70%  80%  90%  100%

■ Critical Priority   ■ Important Priority   ■ Low Priority

Hazardous materials response was rated as a critical priority by 39% and as important by 47% of respondents. Maintenance fire inspections were viewed as a critical priority by 19% and as important by 59%. Community risk reduction services, such as smoke alarm installation and in-home risk assessments, were considered a critical priority by 16%, important by 54%, and low priority by 30%.
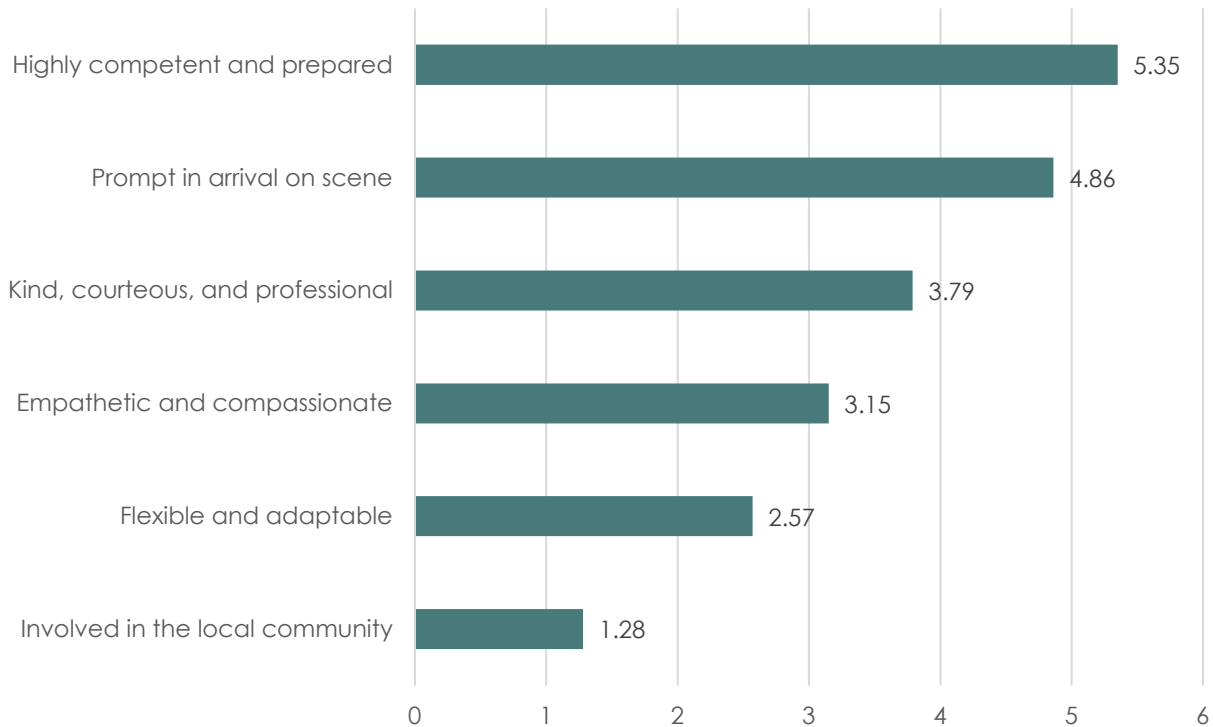
Services related to new construction plans review, permitting, and site inspections were perceived as a critical priority by 15% and as important by 46% of respondents. Community events, public outreach, and education programs were seen as critical by 13% and important by 50%.

Respondents also suggested additional services, including improved inspection processes for utility and capital improvements, pet emergency preparedness and fire safety, and services for houseless individuals needing care that police or emergency rooms cannot provide. Several respondents expressed gratitude for the services provided by Bend Fire & Rescue, emphasizing the importance of these services in maintaining community safety.

***Please rank the following first responder qualities in the order of importance, with 1 being the most important.***
The survey results regarding the ranking of first responder qualities reveal that the most important quality, as perceived by the respondents, is being highly competent and prepared, with the highest average score of 5.35. Following this, promptness in arrival on the scene is also highly valued, with a score of 4.86. Kindness, courtesy, and professionalism are also important qualities, with an average score of 3.79.

Empathy and compassion, while still significant, rank slightly lower with an average score of 3.15. Flexibility and adaptability are considered somewhat less critical, with a score of 2.57. Lastly, involvement in the local community is ranked as the least important quality, with a score of 1.28.

| Quality | Value |
|---|---|
| Highly competent and prepared | 5.35 |
| Prompt in arrival on scene | 4.86 |
| Kind, courteous, and professional | 3.79 |
| Empathetic and compassionate | 3.15 |
| Flexible and adaptable | 2.57 |
| Involved in the local community | 1.28 |

These results highlight the community's emphasis on technical competence and efficiency in emergency response, valuing quick and proficient action above other qualities. Nonetheless, personal attributes such as kindness, empathy, and adaptability are also recognized as important, albeit to a lesser degree. Involvement in the local community, while valued, is seen as less critical compared to the immediate practical and interpersonal skills of first responders.

*If you would like to see a first responder quality added, please list it here.*
Several respondents provided their input on additional qualities they believe are important for first responders. These include:

- **Physical Fitness:** Emphasis on being physically fit and capable of performing their duties effectively. Concerns about firefighters passing physical tests without meeting necessary standards.

- **Overall Wellness:** Importance of being healthy both mentally and physically to perform at the highest level.

- **Safety and Sobriety:** Focus on safety for first responders and ensuring they are sober and in good mental health.

- **Stress Management Skills:** Skills such as meditation for stress management.

- **Approachability and Humor:** Being approachable, funny, but serious when needed.

- **Cautiousness:** Being cautious while responding to incidents, especially in emergency situations (Code 3).

- **Communication Skills:** Ability to explain their actions to laypersons and educate patients and their families. Listening well to understand the needs and concerns of the community.

- **Integrity and Humility:** High levels of honesty, integrity, resilience, and humility in their conduct.

- **Organization and Motivation:** Being organized and motivational in their approach.

- **Compassion:** Ensuring paramedics are compassionate in their care.

- **Specialized Focus:** Suggestion that firefighters should focus strictly on fire discipline, while others should specialize in EMT roles.

- **Training over DEI:** Being well-trained, regardless of race, religion, gender, or political affiliation. Avoiding diversity, equity, and inclusion (DEI) hires based solely on demographic criteria.

- **Community Engagement:** Suggestions for first responders to be involved in the community and for public engagement activities, such as calendars with firefighter photos.

Many respondents expressed difficulty in ranking the qualities, emphasizing that all qualities are important and hard to prioritize. Overall, respondents expressed high regard for the professionalism and competence of Bend Fire & Rescue personnel and provided positive feedback on the respectful, gentle, and kind treatment received from first responders.

***What methods would you prefer Bend Fire & Rescue utilize to deliver emergency preparedness, fire safety, and wildfire information to you? (Select all that apply.)***

The survey results indicate that the most preferred method for receiving emergency preparedness, fire safety, and wildfire information from Bend Fire & Rescue is through text messages and emails, with 76% of respondents favoring this approach. The department's website is also a popular source of information, preferred by 44% of respondents. Social media platforms like Facebook and public (in-person) meetings are equally favored, each selected by 37% of respondents. Instagram is preferred by 24% of respondents, while newspapers are chosen by 32%.

NextDoor, a social networking service for neighborhoods, is preferred by 19% of respondents. The 'Other' category revealed additional preferences, such as annual open houses during fire prevention week, emails, and utilizing local news outlets like KTVZ and Central Oregon Daily. Some respondents suggested that neighborhood associations and leaders are effective channels for information dissemination.
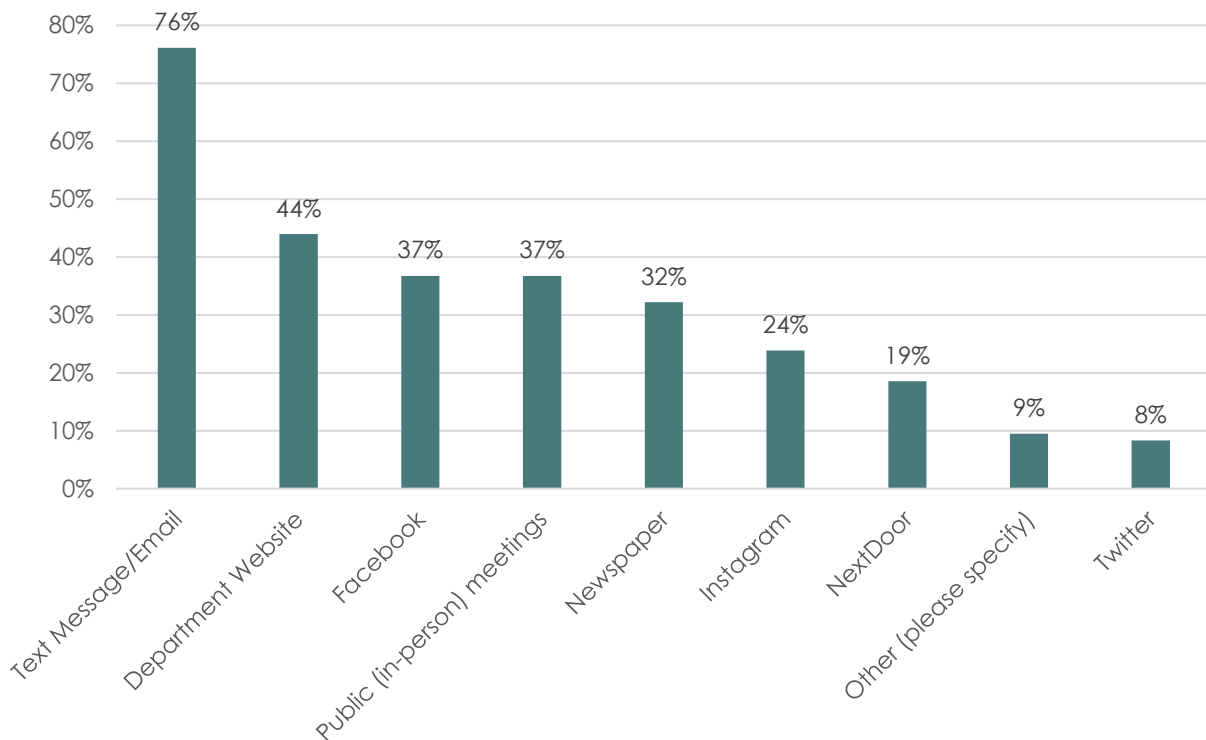
A few respondents expressed dissatisfaction with NextDoor, noting it has become a place for people to whine and is not widely used by older folks. Instead, they suggested using radio, TV, and a public information unit that utilizes all available channels based on situational urgency. Additional suggestions included Zoom meetings advertised via text, weekly or daily blogs, and avoiding social media altogether.

These results highlight the community's strong preference for digital communication through text messages, emails, and the department's website. Social media, traditional media, public meetings, and community channels also play significant roles in information dissemination. The variety of preferences suggests that Bend Fire & Rescue should adopt a multi-channel approach to effectively reach and inform the community.

***Please compare each of the following elements to the others and rank the following planning considerations in the order of importance, with 1 being the most important.***
The survey results reveal the community's priorities for planning considerations in the fire department. The highest priority is **ensuring the technical competence of all personnel**, with an average score of 4.52, indicating that respondents place significant importance on the skill and preparedness of fire department staff.

**Maintaining existing response time** to emergencies is also a high priority, with an average score of 3.39, followed by **improving response times**, which scored 2.94. This shows a strong community focus on the efficiency and effectiveness of emergency response.
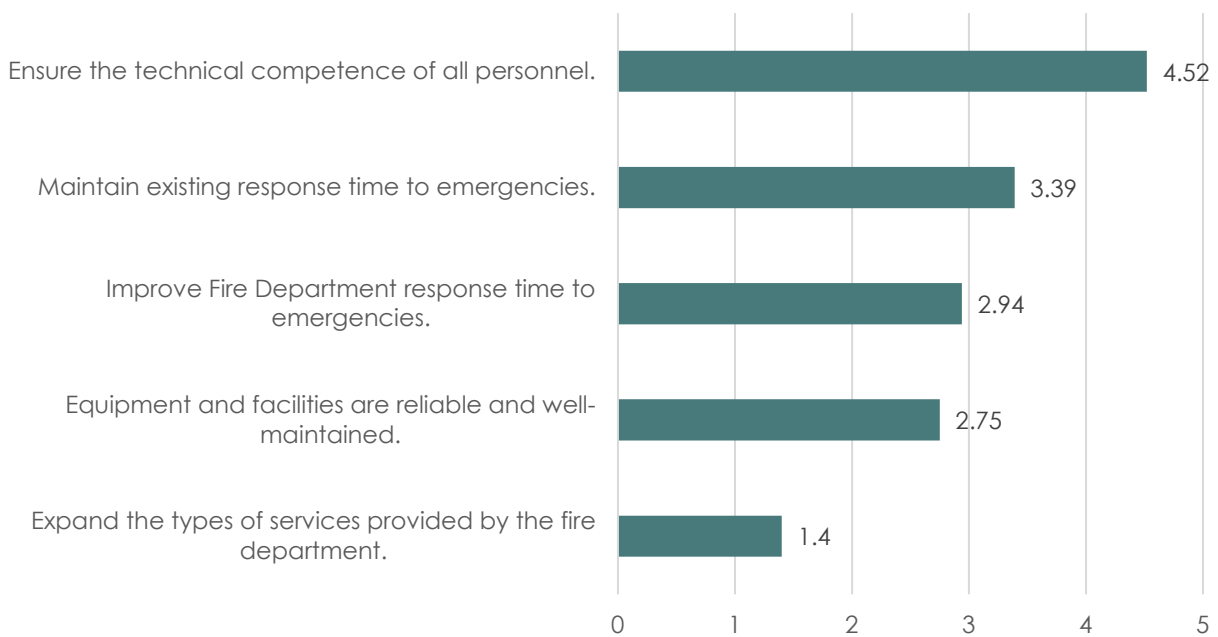
**Reliable and well-maintained equipment and facilities** are next in importance, with an average score of 2.75. This underscores the community's recognition of the need for dependable resources to support emergency services.

Lastly, **expanding the types of services provided by the fire department** is considered less critical, with the lowest average score of 1.4. This suggests that while service expansion is valued, it is not as immediate a concern as the other factors.

These results emphasize the community's preference for maintaining high standards of technical competence, quick response times, and reliable equipment over expanding service offerings.

### *Have you received any services from Bend Fire & Rescue?*
The survey results show that nearly half of the respondents (49%) have received emergency response services from Bend Fire & Rescue, including fire, medical, ambulance, and other emergency services. An additional 20% have participated in non-emergency activities such as community events and station visits. Conversely, 31% of respondents have not received any services from Bend Fire & Rescue.

No, 31%

Yes, Emergency response (Fire, Medical/ Ambulance, Other), 49%

Yes, Non-emergency activities such as community events, station visits, etc., 20%
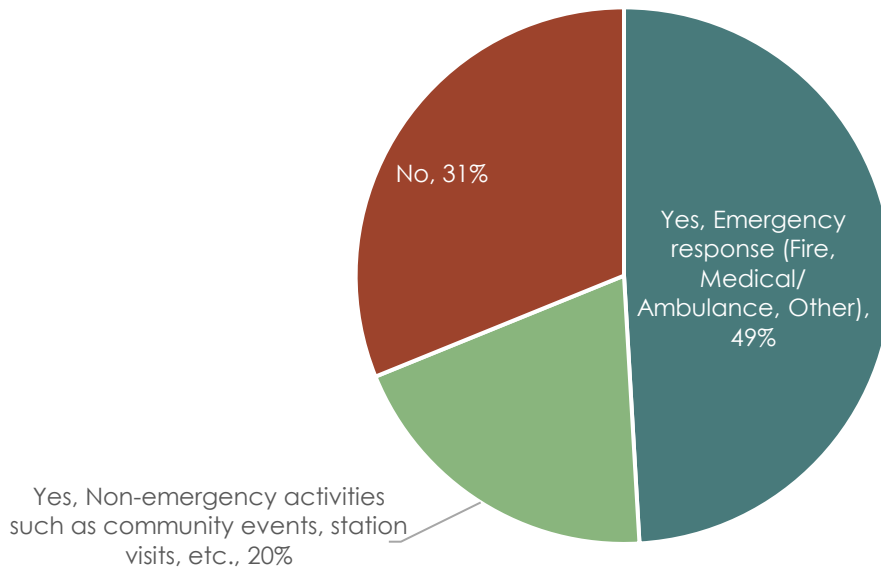
***If you responded YES to the previous question, were you satisfied with the service?***
The survey results indicate that a substantial majority of respondents who have received services from Bend Fire & Rescue were highly satisfied with the service provided. Specifically, 85% of respondents reported being very satisfied, and an additional 10% were satisfied. Only a small fraction, 3%, were somewhat satisfied, while 1% were somewhat dissatisfied and another 1% dissatisfied.
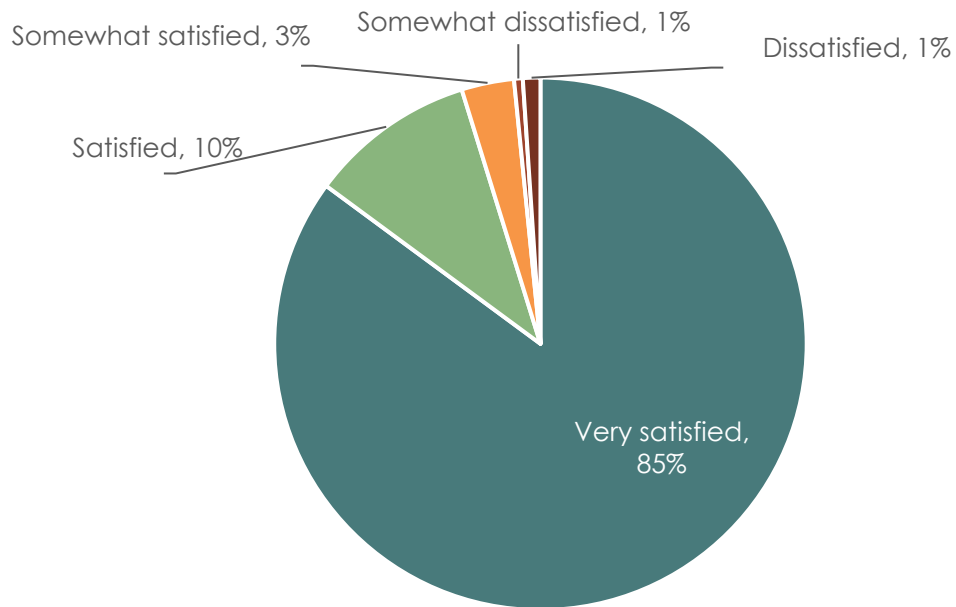


Respondents provided various reasons for their satisfaction. Many praised the promptness and professionalism of the responders, highlighting their competence, empathy, and ability to manage emergencies effectively. Several comments emphasized the helpfulness, respectfulness, and kindness of the fire department personnel, noting specific instances where they felt well-cared for and supported.

Some respondents shared specific positive experiences, such as efficient handling of medical emergencies, thorough fire safety inspections, and community engagement efforts like CPR training and fire mitigation projects. The fire department's ability to communicate clearly and provide reassurance during emergencies was frequently mentioned as a key factor in their high satisfaction levels.

A few respondents provided critical feedback, noting areas for improvement. These included issues with response times in certain situations, perceived lack of empathy from some responders, and suggestions for the fire department to have greater authority in mitigating potential dangers before accidents occur. There were also isolated instances of dissatisfaction related to billing and communication.

Overall, the survey results reflect a strong positive perception of Bend Fire & Rescue's services, with most respondents expressing gratitude and appreciation for the professionalism and dedication of the fire department personnel. The feedback highlights the importance of maintaining high standards of technical competence, empathy, and effective communication to ensure continued community satisfaction.

***Bend Fire & Rescue responds to critical emergencies (heart attacks, strokes, house fires, etc.) in 5 minutes, 50 seconds, on average annually in the City of Bend. How satisfied are you with this performance?***

The survey results indicate a high level of satisfaction with Bend Fire & Rescue's response time to critical emergencies, averaging 5 minutes, 50 seconds annually in the City of Bend. Specifically, 56% of respondents are very satisfied with this performance, while 34% are satisfied. A smaller portion of respondents, 7%, are somewhat satisfied, 3% are somewhat dissatisfied, and only 1% are dissatisfied.
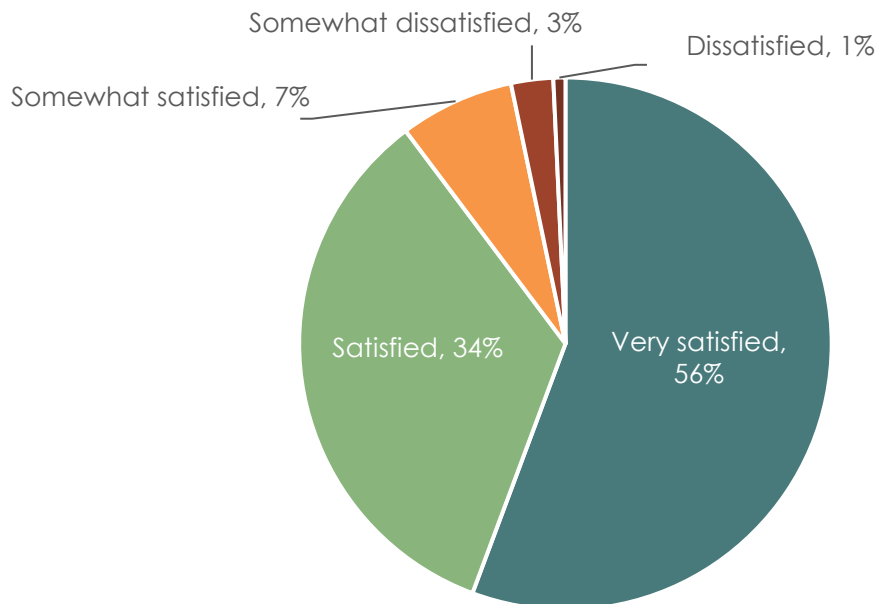


This overwhelmingly positive feedback underscores the community's appreciation for the prompt and effective emergency response provided by Bend Fire & Rescue. The high satisfaction rates reflect confidence in the fire department's ability to handle critical emergencies efficiently, ensuring the safety and well-being of the community.

***Bend Fire & Rescue responds to critical emergencies (heart attacks, strokes, house fires, etc.) in 9 minutes, 26 seconds, on average annually in the Deschutes Rural Fire Protection District, outside of Bend city limits. How satisfied are you with this performance?***

The survey results for Bend Fire & Rescue's response time to critical emergencies in the Deschutes Rural Fire Protection District, averaging 9 minutes, 26 seconds annually, show varied levels of satisfaction among respondents. Specifically, 41% of respondents are very satisfied with this performance, and 30% are satisfied. An additional 18% are somewhat satisfied, while 7% are somewhat dissatisfied, and 4% are dissatisfied.
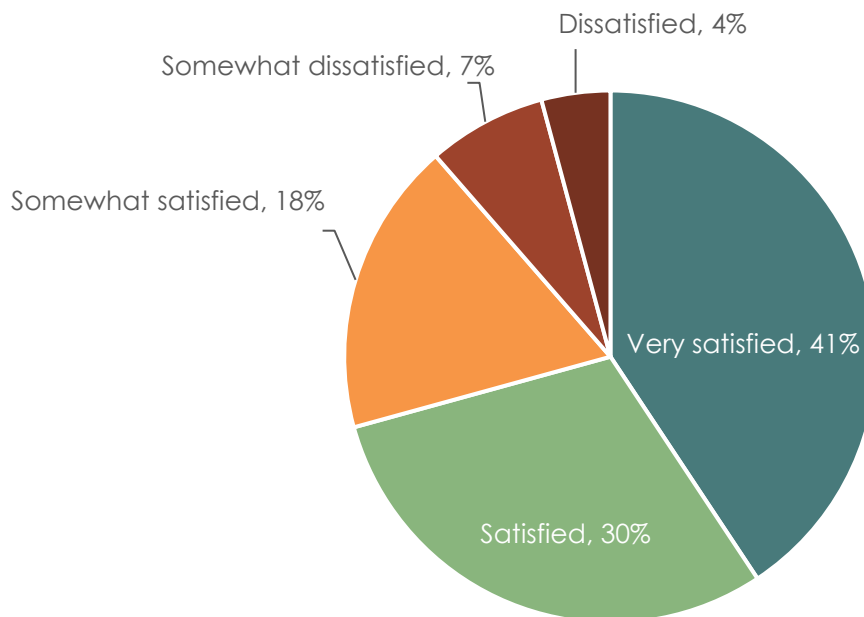


These results indicate that while a majority of respondents (71%) are satisfied to some degree with the response times, there is a notable portion (11%) who express dissatisfaction. This feedback suggests that while the overall perception is positive, there may be areas for improvement in reducing response times to ensure higher satisfaction levels among the community outside Bend city limits.

***Please select your level of agreement with the following statement: Bend Fire & Rescue's services are accessible and inclusive to all community members, including those with disabilities or non-English speakers.***

The survey results regarding the accessibility and inclusiveness of Bend Fire & Rescue's services indicate a positive perception among respondents. Specifically, 43% of respondents strongly agree that the services are accessible and inclusive to all community members, including those with disabilities or non-English speakers. Additionally, 24% agree with this statement. However, 32% neither agree nor disagree, suggesting a level of uncertainty or lack of sufficient information among a significant portion of the respondents. Only 1% of respondents disagree, and less than 1% strongly disagree with the statement.
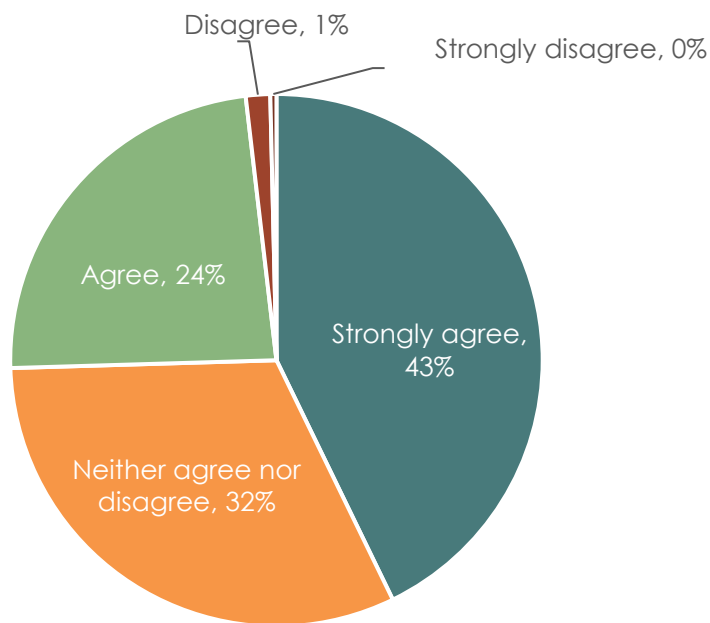


Overall, the majority of respondents (67%) agree to some extent that Bend Fire & Rescue's services are accessible and inclusive, but there remains an opportunity to increase awareness and address any uncertainties within the community.

### What is Bend Fire & Rescue doing well?

Respondents provided a wide range of positive feedback about Bend Fire & Rescue's services. Here are the key areas highlighted:

- **Emergency Response:**
  - Fast response times and effective handling of emergencies, including fire suppression and medical emergencies.
  - Competent and professional first responders who are well-trained and knowledgeable.
  - Specific praise for EMT and paramedic services, cardiac care, and dealing with complex emergencies in urban and wilderness areas.

- **Community Engagement and Outreach:**
  - Strong community presence through public education and outreach programs.
  - Successful community wildfire events and home assessments.
  - Effective communication and public relations, making the community feel informed and safe.

- **Public Confidence and Trust:**
  - Maintaining the community's confidence through visible presence and proactive engagement.
  - Ensuring safety and readiness for various types of emergencies.

- **Professionalism and Customer Service:**
  - High levels of professionalism, courtesy, and empathy from all staff members.
  - Positive interactions with the community, including friendly and supportive behavior.
  - Excellent customer service and responsiveness to non-emergency calls.

- **Training and Staff Competence:**
  - Emphasis on continuous training and development for firefighters and EMTs.
  - Recruitment of exceptional talent and maintaining high efficiency standards.

- **Comprehensive Services:**
  - Providing a wide range of services, including emergency medical care, fire response, and public education.
  - Effective management of equipment and facilities, ensuring they are well-maintained and reliable.

- **Specific Positive Experiences:**
  - Numerous personal anecdotes highlighting the exceptional care and professionalism of Bend Fire & Rescue personnel.
  - Appreciation for specific services like free installation of house numbers and assistance with home safety measures.

Overall, respondents expressed high levels of satisfaction and appreciation for the services provided by Bend Fire & Rescue, emphasizing their professionalism, promptness, community engagement, and comprehensive emergency response capabilities.

*What changes or developments would you like to see in Bend Fire & Rescue services in the next three to five years?*
Respondents provided a range of suggestions for improvements and developments they would like to see in Bend Fire & Rescue services over the next three to five years. Here are the key themes and suggestions:

- **Improved Response Times:**
  - Many respondents emphasized the need for better response times, particularly in rural areas and rapidly growing parts of the community such as Deschutes River Woods (DRW).
  - Suggestions included building additional fire stations, especially near DRW and other underserved areas.

- **Increased Staffing and Resources:**
  - Calls for hiring more firefighters, paramedics, and EMTs to meet increasing demand.
  - Additional capacity for prevention, training, and community outreach teams.
  - More bilingual staff to improve accessibility for non-English speakers.

- **Community Outreach and Education:**
  - Enhanced public education on fire prevention, emergency preparedness, CPR training, and wildfire risk reduction.
  - Increased involvement in community events and better communication with residents about safety practices.
  - Some expressed the need for improved communication systems, including having a live person answer phone calls at the administration building instead of automated systems.

- **Expanded Services:**

  - Suggestions for adding more EMS units, ladder trucks, and specialized equipment.
  - Increased focus on fire prevention, including more inspections and better enforcement of fire codes.

- **Technological and Infrastructure Improvements:**

  - Improved infrastructure to accommodate growing population and traffic.
  - Use of smaller, more fuel-efficient vehicles for certain types of responses.
  - Better mutual aid systems and coordination with neighboring agencies.

- **Policy and Procedural Changes:**

  - Some respondents suggested policy changes, such as not charging residents for services and ensuring fair billing practices.
  - Better handling of non-emergency calls to keep primary units available for critical emergencies.

- **Quality of Service and Professionalism:**

  - Continuous improvement in training and maintaining high standards of professionalism.
  - Emphasis on providing empathetic, respectful care, and effective communication with patients and community members.

Overall, the feedback highlights a strong desire for Bend Fire & Rescue to continue growing and adapting to the community's needs, with a particular focus on improving response times, increasing staffing, enhancing community outreach, and maintaining high standards of service and professionalism.

*Are there specific expectations of Bend Fire & Rescue that are not currently being met?*
Respondents highlighted various specific expectations and areas for improvement for Bend Fire & Rescue:

- **Response Times:**

  - Improved response times, especially in rural areas like Deschutes River Woods.
  - Faster response times and better distribution of resources, including ambulances and fire trucks.

- **Fire Prevention and Inspections:**

- Enhanced fire code enforcement and building inspections, particularly for public buildings and new constructions.
- More authority in permitting and inspections of special projects and ensuring fire safety compliance.

- **Community Outreach and Education:**

  - Increased public education on fire prevention, evacuation routes, and wildfire preparedness.
  - Advocating for pedestrian and cyclist safety via improved road lighting.
  - Better communication about burn regulations and the need to call the Burn Information Line before conducting debris burns.

- **Special Needs and Services:**

  - Addressing special testing for head injuries from domestic abuse and child maltreatment.
  - Coordinating responses to mental health and addiction issues.
  - Strong advocacy for a burn ban exemption for hardship cases regarding wildfire fuel reduction.

- **Staffing and Resources:**

  - Hiring more staff to meet the demands of a growing population.
  - Increasing the number of ambulances and fire trucks to improve service availability.
  - Ensuring adequate funding and resources to maintain and expand services.

- **Communication and Accessibility:**

  - Improving the phone answering system at the Administration Office to provide better customer service.
  - Providing more information about calls for service and causes of fires to raise awareness.

- **Miscellaneous:**

  - Advocate for better building inspections and fire code enforcement.
  - Suggestions for mutual aid and training with other agencies like ODF and U.S. Forestry.

Overall, respondents expressed satisfaction with the current services but highlighted areas for improvement, particularly in response times, fire prevention, community outreach, and staffing. These suggestions reflect the community's desire for continued growth and enhancement of Bend Fire & Rescue's capabilities to meet the evolving needs of the population.

*Please list any concerns you have regarding Bend Fire & Rescue.*
Respondents shared a variety of concerns related to Bend Fire & Rescue's operations and services. The primary concerns are summarized as follows:

- **Growth and Expansion:**
  - Ensuring that services and staffing levels keep pace with Bend's rapid population growth.
  - The need for additional fire stations, particularly in underserved areas like Deschutes River Woods (DRW).
  - Adequate funding to maintain and expand services, equipment, and training.

- **Response Times:**
  - Improving response times, especially in rural areas and neighborhoods far from existing fire stations.
  - Concerns about delays caused by obstacles such as train tracks in areas like DRW.

- **Staffing and Equipment:**
  - Increasing personnel to handle the growing number of emergencies and maintain effective service levels.
  - Concerns about the availability of adequate equipment and the need for larger hook and ladder trucks for taller buildings.
  - Suggestions for having a crew of four on each piece of apparatus.

- **Training and Mental Health:**
  - Ensuring continuous and comprehensive training for all staff members.
  - Addressing mental health and stress relief for firefighters and emergency responders.
  - Calls for better training in specific areas, such as handling hazardous materials and large-scale wildfires.

- **Community Outreach and Education:**

  - Increasing public education and outreach efforts, particularly in fire prevention and emergency preparedness.

  - Improving communication and representation within the community.

  - Advocating for better fire code enforcement and building inspections.

- **Specialized Needs:**

  - Addressing the specific needs of vulnerable populations, such as those with mental health and addiction issues.

  - Ensuring the availability of Narcan for overdose emergencies.

  - Improving services for pedestrian and cyclist safety through better road lighting.

- **Operational Efficiency:**

  - Concerns about the efficiency of the current phone answering system at the Administration Office.

  - Suggestions for improving coordination with other agencies, such as ODF and U.S. Forestry, and enhancing mutual aid systems.

- **Miscellaneous:**

  - Ensuring that the department is prepared for large-scale emergencies and has a strategic plan in place.

  - Addressing the potential for traffic jams during mass evacuations due to large fires.

  - Ensuring that taxpayer funds are allocated effectively and that political considerations do not interfere with operational priorities.

Overall, respondents expressed a mix of satisfaction with the current services and concerns about the department's ability to keep up with the growing demands of the community. The feedback highlights the importance of continuous improvement, adequate funding, and proactive planning to address these concerns.

*We appreciate the time and effort you have invested in completing this survey. If you have any additional comments or opinions, please note them below. Thank you again!*

Respondents shared various additional comments and opinions about Bend Fire & Rescue. Here are the key points:

- **Appreciation and Gratitude:**

    - Many respondents expressed their gratitude and appreciation for the hard work and dedication of Bend Fire & Rescue personnel.

    - Several comments highlighted personal positive experiences with the fire department and EMS services, noting their professionalism, organization, and effective responses.

- **Community Involvement and Education:**

    - Suggestions for increased community involvement and public education efforts, including CPR, CERT, and PulsePoint training.

    - Calls for more support for community events and public education meetings to enhance fire awareness.

- **Operational Feedback:**

    - Some respondents criticized the focus on EMS over fire ground standards, suggesting that current tactics might not be adequately serving the community and emphasized the need for maintaining high fire ground standards and improving residential fire ground tactics.

    - Comments on the importance of having Narcan available in ambulances for overdose emergencies.

- **Growth and Resources:**

    - Concerns about the department's ability to keep up with Bend's rapid growth and the need for additional resources, including more firefighters and better equipment.

    - Calls for strategic planning to address the growing demands and ensure adequate response times.

- **Public Communication:**
    - Suggestions for improving communication with the public, including better methods for stating response times and providing more information on calls for service and fire prevention efforts.
    - Feedback on the need for better customer service, particularly in the administration office.

- **Specific Requests and Observations:**
    - Some respondents shared specific concerns and observations, such as the need for better coordination with ODOT and the state for critical evacuation infrastructure.
    - Comments on the importance of addressing urban conflagrations and ensuring homes are built to prevent such incidents.

- **Personal Offers and Volunteering:** A few respondents expressed interest in volunteering or serving on committees to help support the fire department's efforts.

Overall, the comments reflect a high level of satisfaction with Bend Fire & Rescue's services, along with valuable feedback and suggestions for continued improvement and community engagement. The appreciation for the department's dedication and professionalism is evident, as is the community's willingness to support and contribute to the fire department's efforts.

# Internal Survey

The internal survey results for Bend Fire & Rescue reveal several key insights and recommendations that can help guide future improvements in the department. The survey, which included 90 participants, showcased a diverse range of experience among employees, highlighting a well-balanced mix of seasoned personnel and newer members. This survey has a confidence factor of 95% with a margin of error ±7%.

## Key Findings

The feedback indicates strong satisfaction with training and professional development opportunities, with a majority of employees feeling well-prepared for their roles. However, there are areas for improvement, particularly in maintaining accurate training records and ensuring consistent training across the department.

In terms of performance reviews, most respondents feel recognized and receive constructive feedback, but a significant minority expressed concerns about clarity and consistency. The department could benefit from clarifying evaluation standards and providing more regular feedback. Communication within the department is generally positive, with high levels of satisfaction regarding leadership openness and the value placed on employee input. However, there is room to enhance the responsiveness and flow of information.

The survey also identified immediate supervisors and meeting minutes as the primary sources of information for employees, suggesting a reliance on direct and written communication. There is a strong preference for face-to-face interactions, complemented by email and a structured chain of command to ensure clear and consistent messaging. Recommendations include regular Chief Chats, improved email communication, and the development of an organized internal platform for information dissemination.

Regarding the work environment, the majority of employees rate their personal work environment positively and express pride in being part of Bend Fire & Rescue. Key areas for improvement include balancing workloads, enhancing communication, increasing leadership visibility, and providing better recognition and incentives. Morale is generally rated as good or excellent, and employee pride in the department is overwhelmingly positive.

External services and programs provided by the department, such as Emergency Medical Services and Fire Suppression, received high ratings. However, HazMat services were rated lower, indicating a potential area for improvement. Internal services and processes, such as equipment and apparatus maintenance and employee relations, were also rated positively, though there is room for improvement in organizational planning.

The department's facilities and apparatus are generally viewed positively, though some respondents expressed concerns about the adequacy and maintenance of the current fleet. Addressing these concerns, along with improving the sufficiency of facilities, could enhance overall satisfaction.

## Key Recommendations

- **Training and Professional Development:**
  - Expand EMS training programs with hands-on training, case reviews, and advanced EMS procedures.
  - Enhance strategy and tactics training with structured, scenario-based sessions.
  - Establish clear professional development plans, including leadership training, mental health support, and specialized skills development.
  - Improve access to external training programs and workshops through partnerships with other agencies.
  - Develop consistent and structured training schedules aligned with the department's strategic goals.
  - Implement a feedback loop to refine and enhance training programs continuously.

- **Performance Reviews and Evaluations:**
  - Clarify and communicate evaluation standards uniformly across the department.
  - Provide regular, constructive feedback and follow-ups on performance issues.
  - Simplify the evaluation process to be more user-friendly and conversational.
  - Increase the frequency of evaluations and check-ins with supervisors.
  - Train supervisors to conduct effective evaluations, including giving constructive feedback.
  - Consider implementing a 360-degree review process for comprehensive evaluations.
  - Develop action plans based on evaluation results to address deficiencies and support professional growth.

- **Communication:**

  - Enhance face-to-face communication with regular Chief Chats and station visits by senior leadership.
  - Streamline email communication to ensure relevance and clarity.
  - Utilize multiple communication channels, including face-to-face, emails, text messages, and internal platforms.
  - Develop an organized internal platform for easy access to up-to-date documents and announcements.
  - Schedule regular updates and feedback sessions to keep employees informed and engaged.
  - Provide training for supervisors on effective communication strategies.
  - Customize communication methods based on the type of information being shared.

- **Work Environment and Morale:**

  - Balance workloads by reviewing and adjusting the schedule for training, meetings, and events.
  - Recognize and reward employees consistently for their hard work and achievements.
  - Organize regular team-building activities and social events to foster camaraderie.
  - Address staffing shortages and enhance support positions to reduce the burden on line staff.
  - Ensure facilities and equipment are well-maintained and updated to improve working conditions.

- **Leadership and Support:**

  - Increase leadership visibility and engagement through regular station visits and participation in daily operations.
  - Foster a culture of transparency and open communication within the department.
  - Provide adequate support and resources to line staff, addressing logistical needs efficiently.
  - Develop clear career growth paths and provide ongoing professional development opportunities.
  - Engage in proactive planning to address future growth and resource needs.

- **Community Relations:**

  - Continue to build and maintain strong relationships with the community through proactive communication and engagement.
  - Highlight the department's achievements and contributions to garner public support.
  - Explore additional ways to involve the community in the department's activities and initiatives.

- **Funding and Financial Planning:**

  - Develop a comprehensive long-term funding plan, exploring alternative funding models beyond levies.
  - Engage with the community and stakeholders to secure stable and permanent funding sources.
  - Consider transitioning to a fire district to ensure financial stability.

- **Operational Efficiency:**

  - Invest in technology and logistics to streamline operations and reduce task saturation among staff.
  - Standardize procedures and improve coordination between different departments and agencies.
  - Continuously assess and update operational standards to maintain high performance levels.

- **Diversity and Inclusion:**

  - Implement hiring practices that promote diversity within the workforce.
  - Ensure equal opportunities for advancement and professional development for all employees.

In summary, the survey results highlight a strong foundation of satisfaction and pride among employees, with clear areas for improvement in communication, training consistency, workload management, and resource adequacy. By addressing these areas and implementing the recommended actions, Bend Fire & Rescue can further enhance its operational effectiveness, employee satisfaction, and community relations.
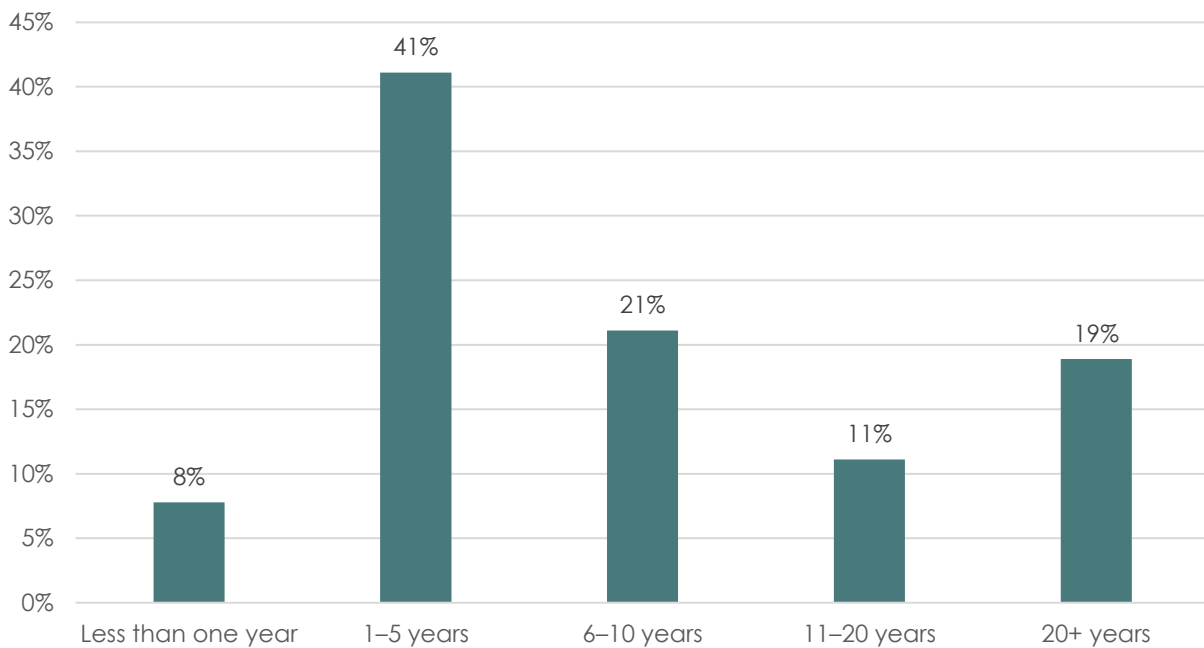
## Internal Survey Results

### *Please identify your total number of years of experience (paid) in the fire service:*

The internal survey results for Bend Fire & Rescue's employees show a diverse range of experience among the respondents. Out of 90 participants, the majority have significant experience in the fire service, with 27% having over 20 years of paid experience and 26% having 11–20 years of experience. Those with 1–5 years of experience make up 23% of the respondents, while 17% have 6–10 years of experience. A smaller group, 8%, have less than one year of paid experience in the fire service. This distribution indicates a well-balanced mix of seasoned personnel and newer members within the department, which can contribute to a solid exchange of knowledge and skills.
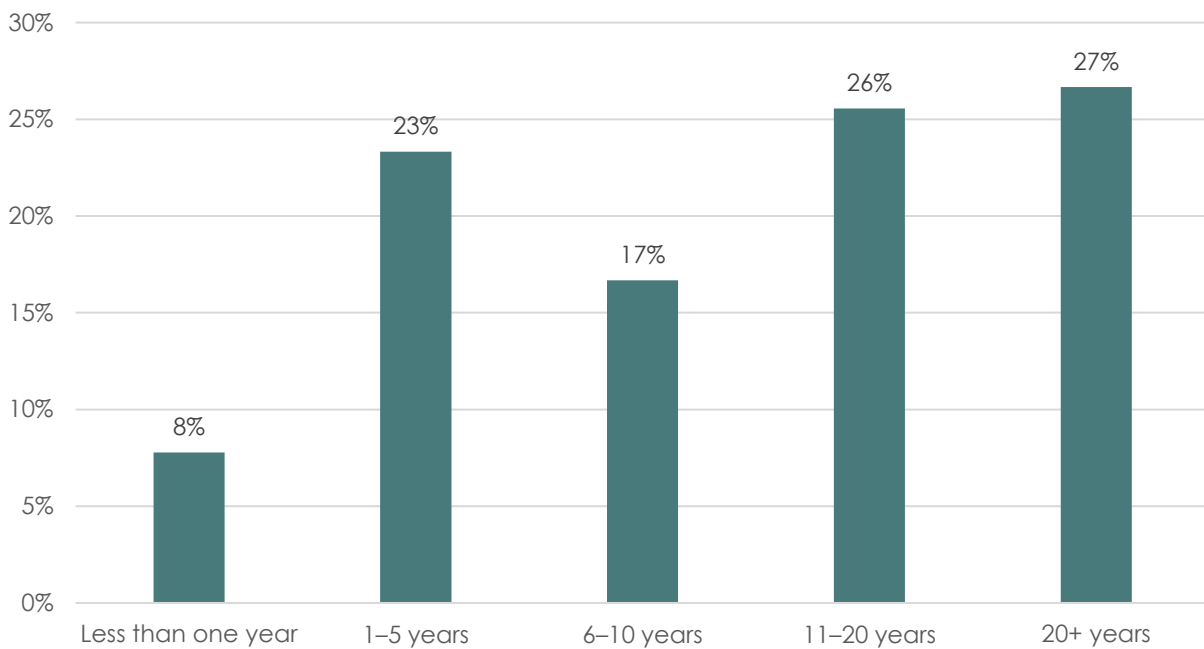
***Please identify your total number of years of service with Bend Fire & Rescue:***

The internal survey results for Bend Fire & Rescue employees reveal varied lengths of service within the department. Out of 90 respondents, 41% have served between 1–5 years, making this the largest group. Those with 6–10 years of service account for 21%, while 19% have been with the department for more than 20 years. A smaller portion, 11%, have 11–20 years of service, and 8% have less than one year. This distribution indicates a significant proportion of employees with moderate experience at Bend Fire & Rescue, complemented by both newer recruits and long-serving veterans, reflecting a balanced workforce with a range of perspectives and expertise.

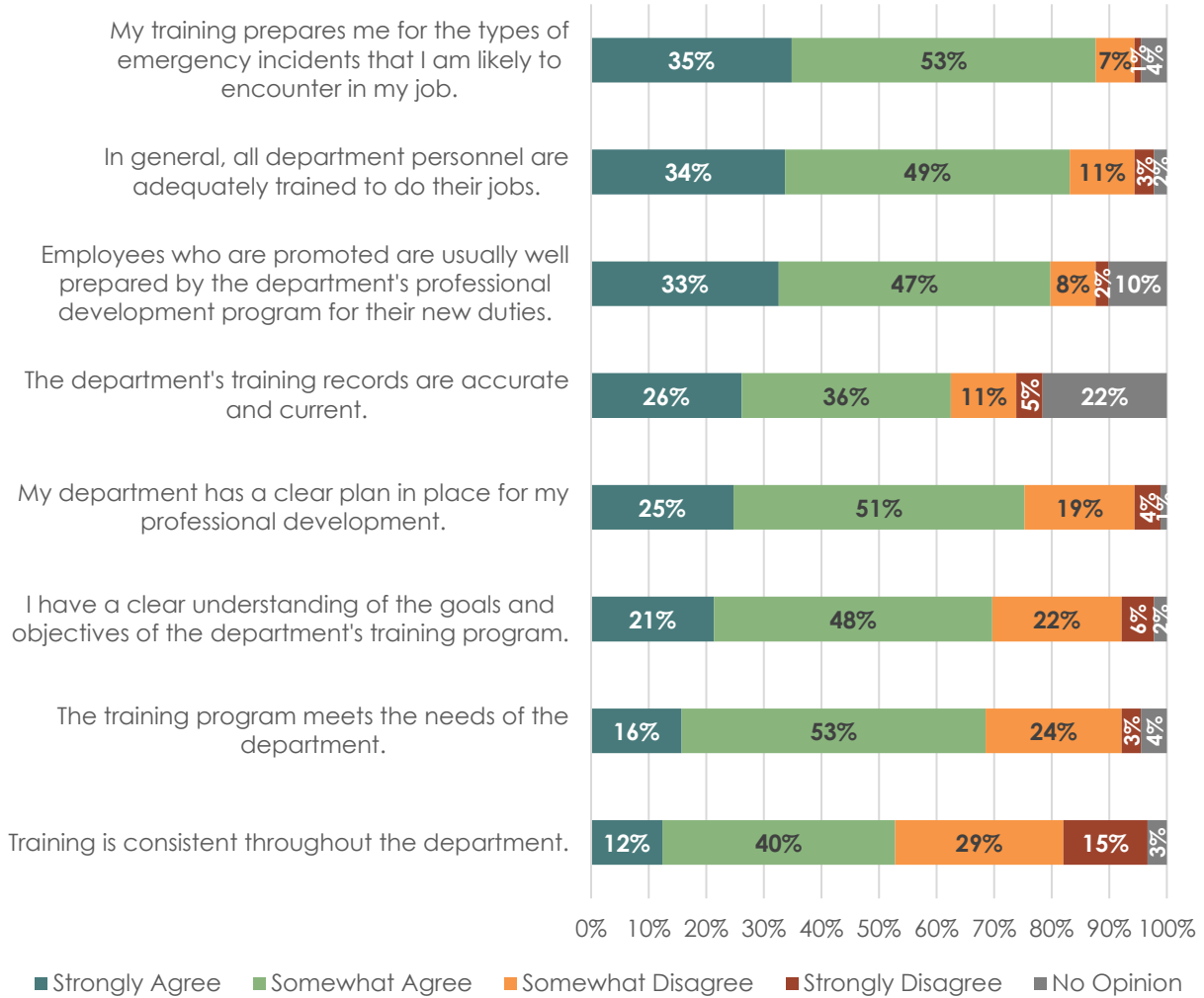*Which one of the following best describes your current position?*

In the internal survey for Bend Fire & Rescue, 90 respondents identified their current positions within the organization. The majority, 47%, are line staff, followed by 21% who are company officers. Ambulance operators make up 12% of the respondents, and 11% are support staff. Command staff constitutes the smallest group at 9%. This distribution highlights a workforce primarily composed of frontline responders, with a significant representation of leadership roles and support personnel.
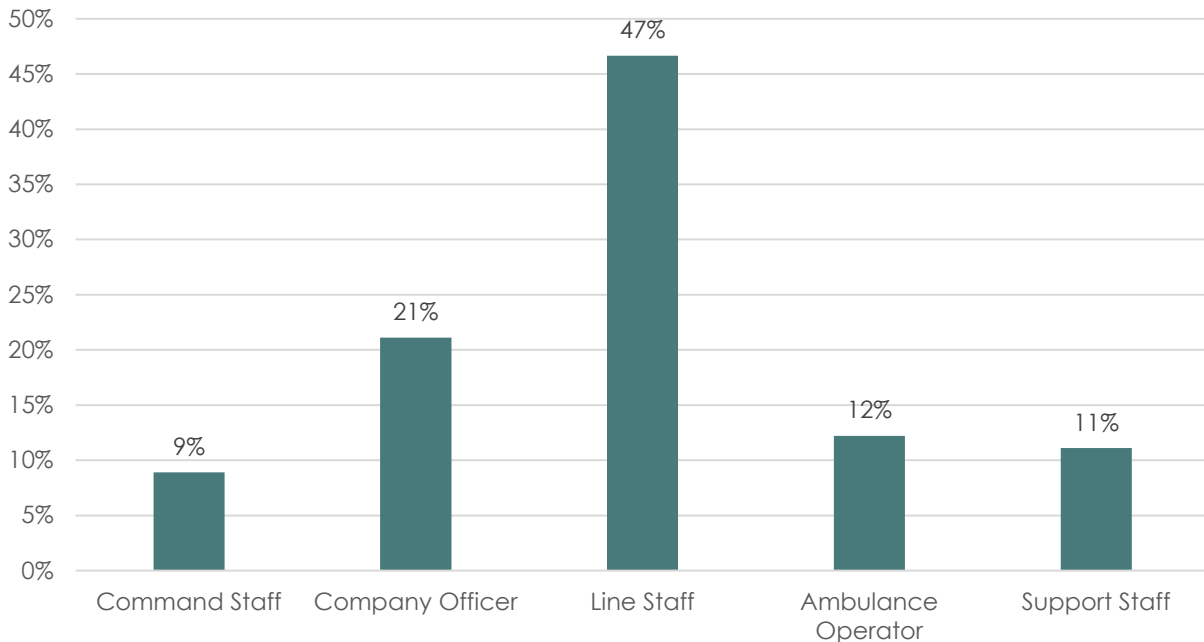


*Please identify your level of agreement with each of the following statements about training and professional development opportunities provided by Bend Fire & Rescue:*

In the internal survey regarding training and professional development at Bend Fire & Rescue, 89 respondents provided their feedback. The results show that the majority of employees agree that their training prepares them for the types of emergency incidents they are likely to encounter, with 35% strongly agreeing and 53% somewhat agreeing. Similarly, 34% strongly agree and 49% somewhat agree that department personnel are adequately trained to do their jobs.

Employees generally feel that those promoted are well-prepared by the department's professional development program, with 33% strongly agreeing and 47% somewhat agreeing. There is also a clear understanding of the goals and objectives of the department's training program among staff.

My training prepares me for the types of emergency incidents that I am likely to encounter in my job. — Strongly Agree 35%, Somewhat Agree 53%, Somewhat Disagree 7%, Strongly Disagree 1%, No Opinion 4%

In general, all department personnel are adequately trained to do their jobs. — Strongly Agree 34%, Somewhat Agree 49%, Somewhat Disagree 11%, Strongly Disagree 3%, No Opinion 2%

Employees who are promoted are usually well prepared by the department's professional development program for their new duties. — Strongly Agree 33%, Somewhat Agree 47%, Somewhat Disagree 8%, Strongly Disagree 2%, No Opinion 10%

The department's training records are accurate and current. — Strongly Agree 26%, Somewhat Agree 36%, Somewhat Disagree 11%, Strongly Disagree 5%, No Opinion 22%

My department has a clear plan in place for my professional development. — Strongly Agree 25%, Somewhat Agree 51%, Somewhat Disagree 19%, Strongly Disagree 4%, No Opinion 1%

I have a clear understanding of the goals and objectives of the department's training program. — Strongly Agree 21%, Somewhat Agree 48%, Somewhat Disagree 22%, Strongly Disagree 6%, No Opinion 2%

The training program meets the needs of the department. — Strongly Agree 16%, Somewhat Agree 53%, Somewhat Disagree 24%, Strongly Disagree 3%, No Opinion 4%

Training is consistent throughout the department. — Strongly Agree 12%, Somewhat Agree 40%, Somewhat Disagree 29%, Strongly Disagree 15%, No Opinion 3%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Strongly Agree  ■ Somewhat Agree  ■ Somewhat Disagree  ■ Strongly Disagree  ■ No Opinion

However, some areas show room for improvement. Only 26% strongly agree and 36% somewhat agree that the department's training records are accurate and current, with a notable 22% having no opinion on this matter. Consistency in training throughout the department received mixed responses, with only 12% strongly agreeing and 40% somewhat agreeing, while 29% somewhat disagree and 15% strongly disagree. These findings highlight the areas for potential enhancement in the training and professional development opportunities provided by Bend Fire & Rescue.

*In which subjects or areas would you like to see more training and professional development?*

**Key Trends:**

- **Broad Areas of Training Needs:**

  - There is a significant demand for training across various aspects of fire service and emergency medical services (EMS). This includes basic firefighter skills, advanced EMS training, strategies and tactics, leadership, and company officer development.

  - Employees seek more targeted and specialized training, such as for ambulance operators (AO), engineers, and command-level personnel.

- **Focus on EMS Training:**

  - A recurring theme is the need for more frequent and comprehensive EMS training, given that EMS responses constitute a major portion of the department's calls.

  - Suggestions include more in-station EMS training, blue card style training for understanding the bigger picture, and specialized EMS skills development.

- **Improvement in Strategy and Tactics Training:**

  - There is a strong call for enhanced training in strategies and tactics, particularly for high-risk, low-frequency incidents.

  - Employees also desire more structured training sessions and scenario-based training to improve practical application during emergencies.

- **Professional Development:**

  - Respondents highlight the need for ongoing professional development opportunities, including leadership training, mental health support, and training for handling specific emergency scenarios like high-rise fires and electric vehicle incidents.

  - There is also a demand for better-defined career development plans and training programs that cater to all ranks within the department.

- **Enhanced Access to Training:**
  - Many employees express the need for easier access to external training opportunities and specialized courses that may not be available within the department.
  - They also suggest having more structured training schedules and opportunities for continued education beyond initial certifications.

**Recommendations:**

- **Expand EMS Training Programs:** Develop a more robust and frequent EMS training program that addresses the various skills and knowledge gaps identified by employees. This should include hands-on training, case reviews, and advanced EMS procedures.

- **Enhance Strategy and Tactics Training:** Implement more structured training sessions focused on strategies and tactics for both common and complex incidents. Consider integrating scenario-based training that includes communications, resource management, and multi-company operations.

- **Professional Development Initiatives:** Establish clear professional development plans for all ranks, ensuring that employees have access to leadership training, mental health support, and specialized skills development. Create mentorship programs to support new hires and those in transitional roles.

- **Improve Access to External Training:** Facilitate access to external training programs and workshops that can provide additional skills and knowledge not currently available within the department. Consider partnerships with other agencies or institutions to broaden training opportunities.

- **Structured Training Schedules:** Develop a more consistent and structured training schedule that includes monthly or bi-monthly sessions on various topics. Ensure that training is aligned with the department's strategic goals and addresses the practical needs of the employees.

- **Feedback and Continuous Improvement:** Establish a feedback loop where employees can regularly provide input on training effectiveness and suggest areas for improvement. Use this feedback to continuously refine and enhance training programs.

*If you could change one thing about the department's training program, what would it be?*
**Key Trends:**

- **Broad Areas of Training Needs:**

  - There is a significant demand for training across various aspects of fire service and emergency medical services (EMS). This includes basic firefighter skills, advanced EMS training, strategies and tactics, leadership, and company officer development.

  - Employees seek more targeted and specialized training, such as for ambulance operators (AO), engineers, and command-level personnel.

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- **Feedback and Continuous Improvement:** Establish a feedback loop where employees can regularly provide input on training effectiveness and suggest areas for improvement. Use this feedback to continuously refine and enhance training programs.

*Please identify your level of agreement with each of the following statements about performance reviews and evaluations conducted by Bend Fire & Rescue:*

Recognition for superior work and accomplishments appears to be included in the evaluations for 70% of respondents, but 19% do not feel adequately acknowledged. In terms of performance improvement, 66% believe their evaluations include constructive suggestions, leaving a notable 22% who somewhat or strongly disagree. A substantial majority (76%) of respondents feel they know the standards used to evaluate their performance, yet 20% still expressed uncertainty or had no opinion on the matter. Similarly, 76% agree that they receive regular feedback from their supervisors, although 23% reported a lack of consistent reviews.
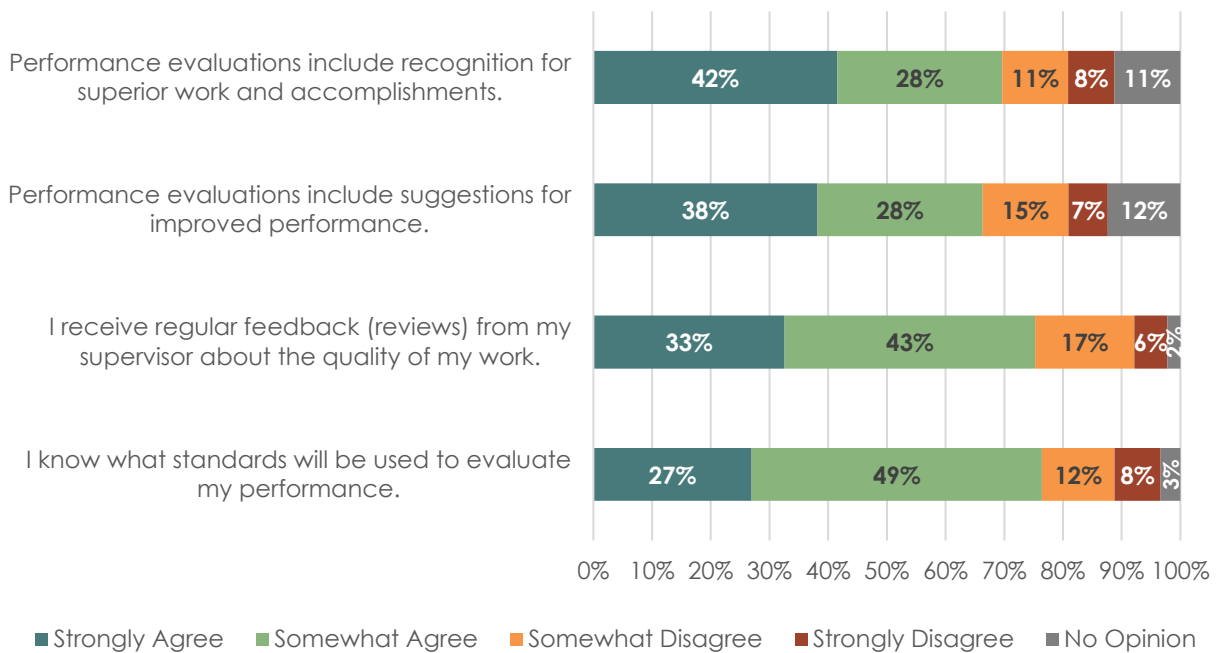


To address these concerns, it is recommended that the department further clarify evaluation standards and ensure consistent feedback. Additionally, enhancing the constructive nature of performance suggestions and increasing the recognition of superior work could significantly improve the overall effectiveness and satisfaction with the performance review process.

**_With regard to the current evaluation process, what should Bend Fire & Rescue be doing more of?_**
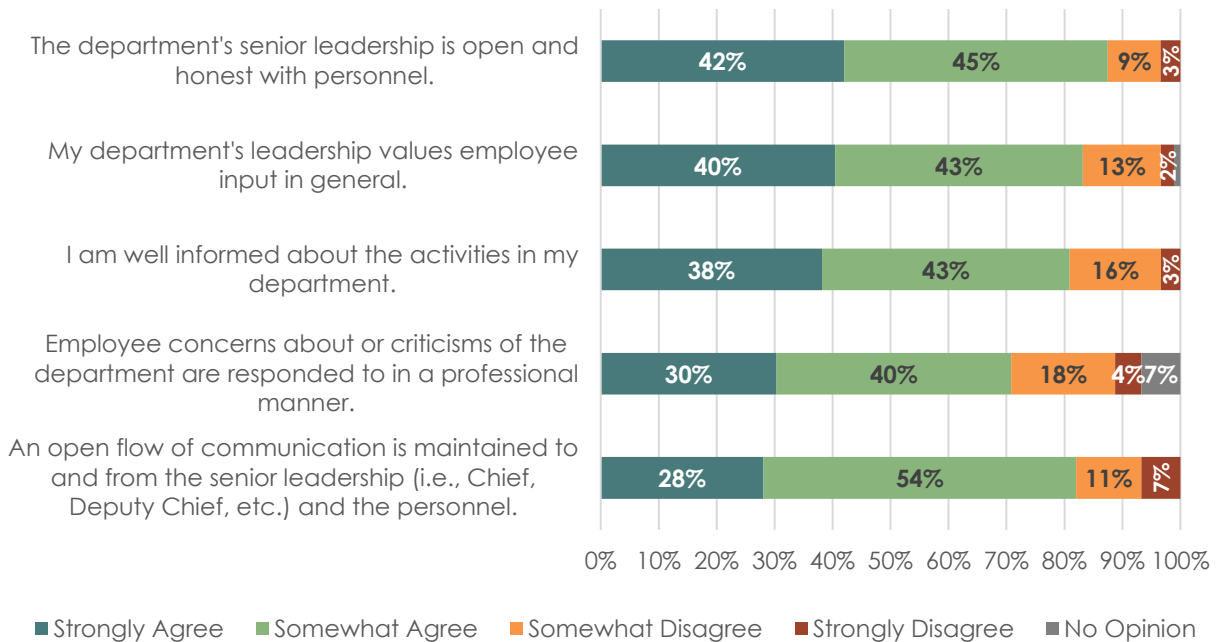
**Key Trends:**

- **Consistency and Standards:**

  - There is a strong demand for more consistent and standardized evaluations across the department.

  - Employees seek clear, defined standards and expectations to be upheld during evaluations, avoiding any bending or flexing of these standards.

- **Constructive Feedback and Follow-ups:**

  - Constructive feedback is emphasized, with a call for encouragement and training to improve skills rather than fear-based training.

  - Follow-ups on employee concerns and performance are seen as crucial to the effectiveness of evaluations.

- **Evaluation Process:**

  - The current evaluation process is seen as cumbersome and overly complicated by some respondents.

  - Many suggest that evaluations should be more relaxed, conversational, and less formalized.

  - There is a call for actual metrics to hold personnel accountable and for evaluations to be tied to promotional processes.

- **Frequency and Implementation:**

  - Increasing the frequency of evaluations and check-ins with supervisors is a recurring theme.

  - Some employees have not experienced recent evaluations, highlighting a gap in the implementation and follow-through of the current system.

- **Training and Development:**

  - Training supervisors to write and conduct better evaluations is seen as a necessity.

  - There is an interest in implementing a 360-degree review process for a more comprehensive evaluation.

**Recommendations:**

- **Standardize Evaluation Criteria:** Develop and communicate clear, consistent standards and expectations for evaluations. Ensure that these standards are upheld uniformly across the department.

- **Enhance Feedback Mechanisms:** Provide training for supervisors on giving constructive feedback. Establish a system for regular follow-ups on employee concerns and performance issues raised during evaluations.

- **Simplify the Evaluation Process:** Consider simplifying the evaluation form to make it more user-friendly. Focus on key performance metrics and reduce the redundancy of questions. Make evaluations more conversational and less formal to encourage open dialogue and honest feedback.

- **Increase Evaluation Frequency:** Implement regular check-ins and more frequent evaluations to provide continuous feedback and support to employees. Ensure that all employees, regardless of rank, receive timely evaluations.

- **Training for Supervisors:** Provide comprehensive training for supervisors on how to conduct effective evaluations. This should include how to give constructive feedback, set realistic goals, and follow up on performance issues.

- **Implement a 360-Degree Review:** Consider implementing a 360-degree review process to gather feedback from peers, subordinates, and supervisors. This can provide a more holistic view of an employee's performance and development needs.

- **Evaluation Follow-up and Action Plans:** Establish a process for developing action plans based on evaluation results. These plans should address any identified deficiencies and provide a clear path for professional development and improvement.

- **Pilot and Adjust the New Evaluation System:** Allow time for the new evaluation system to be fully implemented and tested. Collect feedback from users to make necessary adjustments and ensure the system meets the department's needs.

### Please identify your level of agreement with each of the following statements about communication at Bend Fire & Rescue:

Senior leadership is seen as open and honest by 87% of respondents, leaving 12% who think otherwise. Employee input is valued by leadership according to 83% of participants, with 15% disagreeing. A majority of respondents (81%) feel well-informed about departmental activities, though 19% expressed some degree of dissatisfaction. Professional responses to employee concerns or criticisms are acknowledged by 70%, while 22% feel this area needs attention. Open communication with senior leadership is perceived positively by 82% of respondents, but 18% believe there is room for improvement. These results suggest that while communication is generally effective, there are opportunities for enhancing openness, responsiveness, and the flow of information within the department.

| Statement | Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree | No Opinion |
|---|---|---|---|---|---|
| The department's senior leadership is open and honest with personnel. | 42% | 45% | 9% | 3% | |
| My department's leadership values employee input in general. | 40% | 43% | 13% | 2% | |
| I am well informed about the activities in my department. | 38% | 43% | 16% | 3% | |
| Employee concerns about or criticisms of the department are responded to in a professional manner. | 30% | 40% | 18% | 4% | 7% |
| An open flow of communication is maintained to and from the senior leadership (i.e., Chief, Deputy Chief, etc.) and the personnel. | 28% | 54% | 11% | | 7% |

■ Strongly Agree  ■ Somewhat Agree  ■ Somewhat Disagree  ■ Strongly Disagree  ■ No Opinion

**Which one of the following do you most frequently rely on as a source of information about activities at your department?**

The survey question on information sources within Bend Fire & Rescue reveals that the most frequently relied upon source is immediate supervisors, with 34% of respondents indicating this as their primary source. Meeting minutes are the next most common source, used by 17% of respondents, followed closely by other employees at 16%. Senior leadership, including the Chief and Deputy Chief, is relied upon by 13% of respondents. Other specified sources account for 9%, and association/labor representatives are the primary source for 7% of respondents. The "rumor mill" is the least relied upon source, used by only 4% of respondents. Additional comments highlight the role of BC (Battalion Chief) meetings and the challenges of filtering through unnecessary content from department emails. Some respondents rely on a mix of sources, including meeting minutes and senior leadership. There are also concerns about the consistency and clarity of information from various sources.
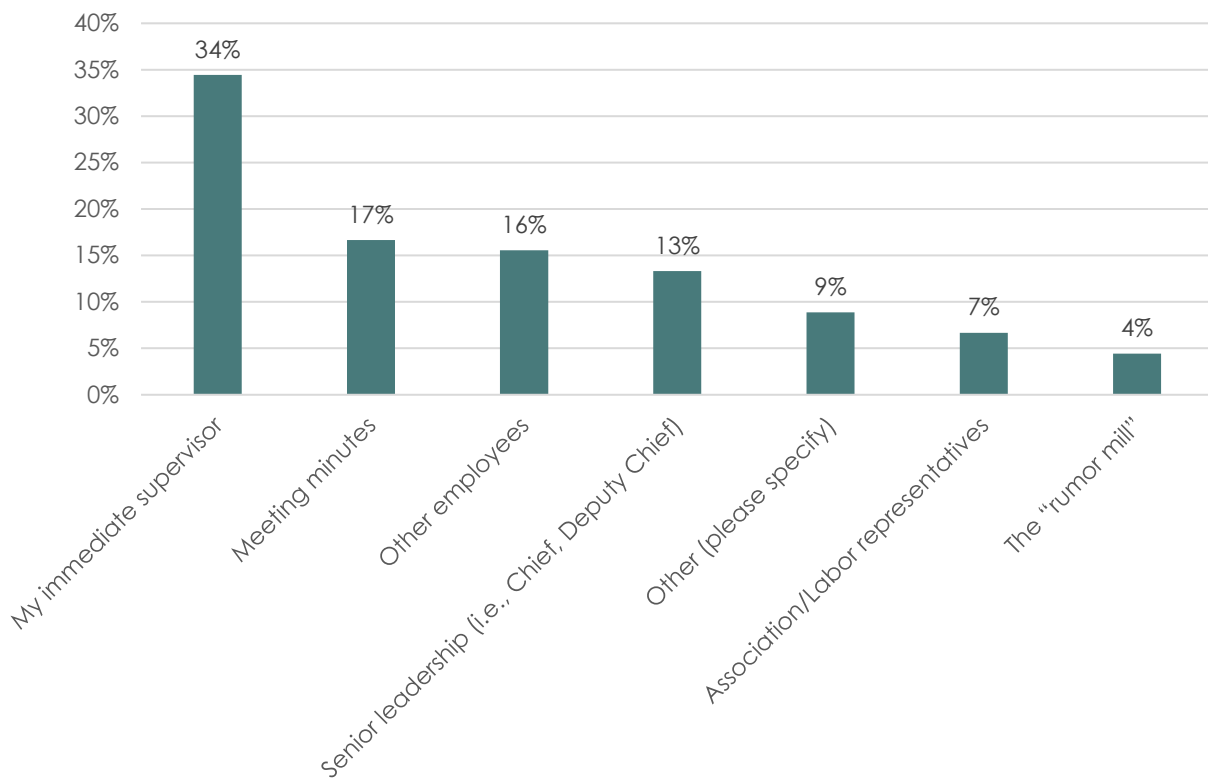
*In your opinion, what is the best way to communicate information at Bend Fire & Rescue?*
**Key Trends:**

- **Preferred Communication Methods:**

  - **Face-to-Face:** A significant number of respondents prefer face-to-face communication for its effectiveness and the opportunity for immediate clarification and feedback.

  - **Email:** Email is also widely preferred for its ability to reach everyone consistently and provide a written record of information that can be referred back to.

  - **Chain of Command:** Utilizing the chain of command, where information is passed from senior leadership to supervisors and then to crews, is seen as an effective way to ensure everyone receives the same message.

- **Combination of Methods:**

  - Many respondents suggest a combination of communication methods, including face-to-face, email, text messages, and meetings, to cater to different preferences and ensure comprehensive dissemination of information.

- **Direct and Clear Communication:**

  - There is a call for more direct and clear communication, avoiding deflections or excuses, and ensuring that all concerns and suggestions are addressed promptly and effectively.

- **Chief Chats and BC Rounds:**

  - Regular visits and talks from Battalion Chiefs (BCs) and Chief Officers, supplemented by follow-up emails, are seen as valuable for keeping everyone informed and engaged.

  - Some respondents miss the regular "Chief Chats" and suggest reinstating them to maintain a strong connection between leadership and crews.

- **Improvement in Information Accessibility:**

  - There is a need for an organized internal site or platform where all relevant information is updated promptly and accurately, making it easy for everyone to access the latest documents and updates.

- **Customization of Information Delivery:**

  - Depending on the urgency and importance of the information, different methods may be more appropriate. Critical operational messages may require face-to-face communication, while routine updates can be handled through emails or meeting minutes.

### Recommendations:

- **Enhance Face-to-Face Communication:** Encourage regular face-to-face meetings, such as BC rounds and Chief Chats, to foster direct communication and ensure all members feel heard and informed. This can be particularly useful for discussing important changes or addressing concerns.

- **Improve Email Communication:** Streamline email communication by ensuring that only relevant information is sent to each rank or role. Consider summarizing key points in emails and providing detailed attachments for those who need more information.

- **Utilize Multiple Channels:** Implement a multi-channel communication strategy that includes face-to-face meetings, emails, text messages, and internal platforms to cater to different preferences and ensure comprehensive coverage.

- **Develop an Organized Internal Platform:** Create and maintain a centralized internal platform where all up-to-date documents, policies, and announcements are easily accessible. This can help reduce confusion and ensure everyone has access to the same information.

- **Regular Updates and Feedback Loops:** Schedule regular updates and feedback sessions to keep everyone informed about ongoing developments and address any concerns. This can include monthly emails, meeting minutes, and periodic surveys to gather feedback on communication effectiveness.

- **Training for Effective Communication:** Provide training for supervisors and company officers on effective communication strategies, ensuring they can deliver messages clearly and handle feedback constructively.

- **Customized Communication:** Customize communication methods based on the type of information being shared. Use face-to-face or video communication for critical updates, and emails or internal platforms for routine information.

***Please identify your level of agreement with each of the following statements about your work environment at Bend Fire & Rescue:***

A significant majority, 82%, strongly agree that their immediate supervisor is knowledgeable, with an additional 16% somewhat agreeing. Regarding understanding job responsibilities, 80% strongly agree, and 17% somewhat agree, indicating high clarity in job roles. The work habits of officers and supervisors are perceived positively, with 74% strongly agreeing and 22% somewhat agreeing that they set a good example.

The department's provision of necessary resources is affirmed by 61% strongly agreeing and 35% somewhat agreeing, showing general satisfaction with available resources. Morale within work groups is relatively high, with 52% strongly agreeing and 36% somewhat agreeing. Support for work groups/divisions from the rest of the department is also noted, with 43% strongly agreeing and 48% somewhat agreeing.

However, there are concerns about decision-making processes, as only 27% strongly agree that decisions are made in a timely, impartial, and consistent manner, with 39% somewhat agreeing, 22% somewhat disagreeing, and 9% strongly disagreeing. This indicates an area for potential improvement in the department's decision-making practices.
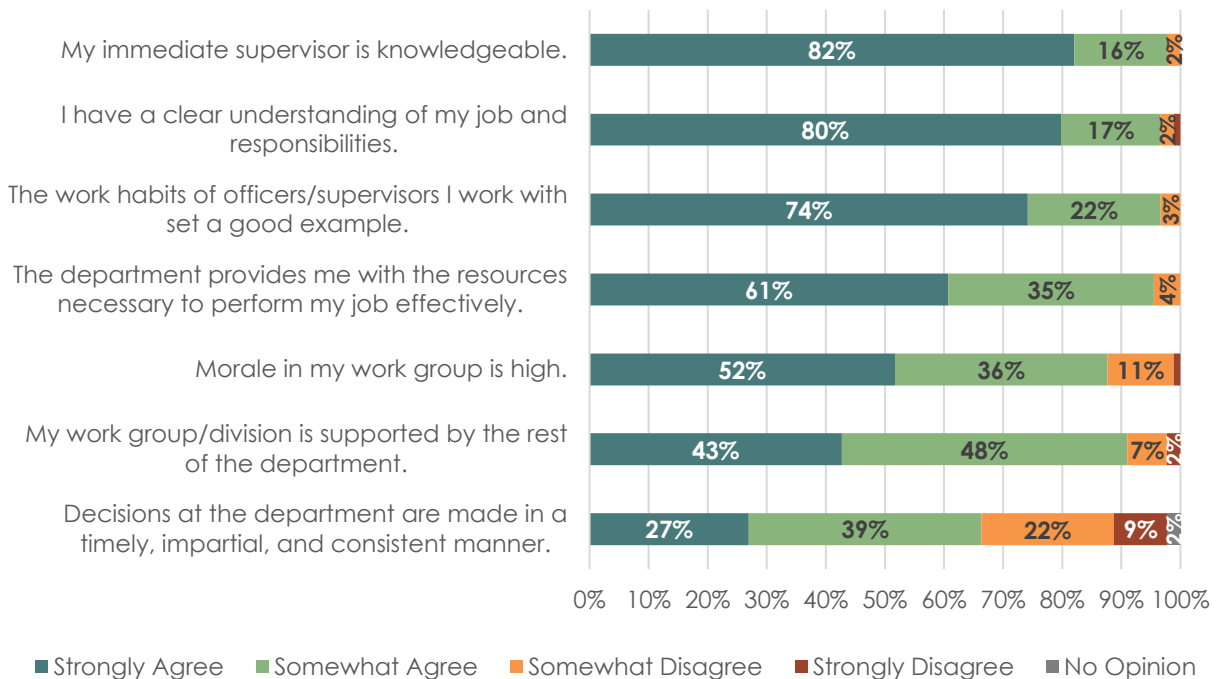
### *How would you rate morale in the department?*

The survey responses regarding the morale in the department indicate a generally positive outlook among the employees. Out of 90 respondents, 22% rated the morale as excellent, and 48% rated it as good, making a total of 70% who view the morale positively. Meanwhile, 28% of the respondents rated the morale as average, and a small minority, 2%, rated it as poor. There were no respondents who selected "No Opinion," indicating that all participants felt they had enough information to make a judgment on the department's morale.
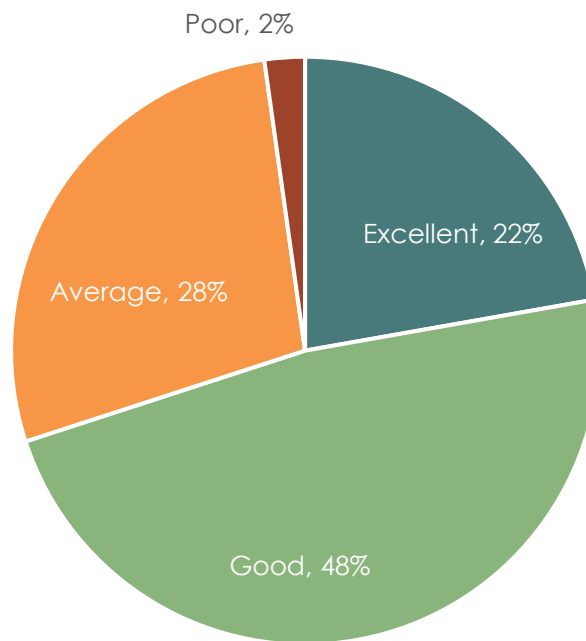
***Complete the following statement: Overall, employee morale at Bend Fire & Rescue is:***
The survey results regarding the overall employee morale at Bend Fire & Rescue compared to a year ago show a largely positive trend. Out of 89 respondents, 51% believe that morale is better than it was a year ago, while 48% feel that it is about the same. Only 1% of respondents feel that morale is worse than it was a year ago. This indicates a general perception of stability or improvement in employee morale over the past year.
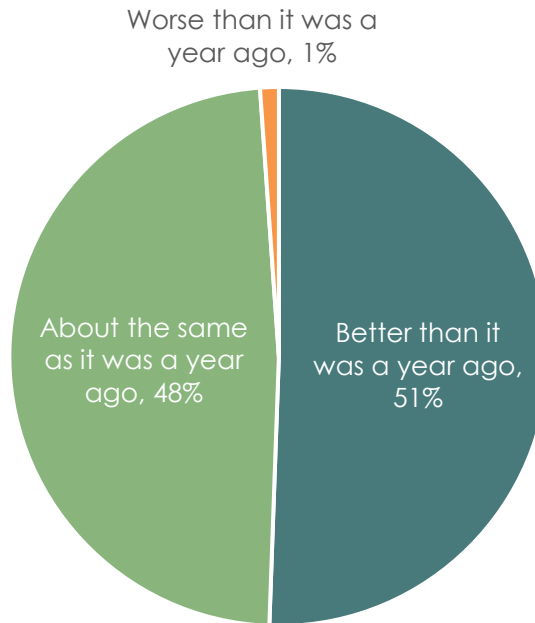
*What suggestions do you have for improving employee morale in the department?*
**Key Trends:**

- **Communication Improvements:**

  - There is a strong call for better and more consistent communication across all levels of the department. Respondents emphasize the need for clear, honest, and direct communication, along with regular updates from senior leadership.

  - Suggestions include more face-to-face communication, frequent Chief Chats, and ensuring that feedback from line staff is heard and acted upon.

- **Leadership Visibility and Engagement:**

  - Increased visibility and engagement from senior leadership, including Chiefs and BCs, are seen as crucial for boosting morale. Regular station visits, participation in morning briefings, and direct interactions with crews are recommended.

  - Employees appreciate when leaders are present and involved in daily operations, which fosters a sense of unity and support.

- **Workload Management:**

  - Managing and balancing workloads is a significant concern. Many respondents feel that the current 48-hour tours are packed with training, meetings, and events, leaving little time for rest, workouts, or catching up on administrative tasks.

  - There is a call for a more spread-out schedule for trainings and meetings to prevent burnout and allow for more downtime during shifts.

- **Employee Recognition and Incentives:**

  - Recognition for hard work and achievements is important for morale. This includes timely awards, service recognition, and proper incentives for specializations and additional duties.

  - Ensuring that employees feel valued and appreciated for their contributions can significantly boost morale.

- **Team Building and Social Events:**

  - Organizing team-building activities and social events can help improve camaraderie and morale. Activities like crew bonding sessions, department functions, and social gatherings outside of work are suggested.

  - These events provide opportunities for employees to connect on a personal level, fostering stronger relationships and a positive work environment.

- **Staffing and Resources:**

  - Adequate staffing and resources are critical for maintaining morale. Respondents highlight the need for additional staffing to cover increasing call volumes and reduce mandatory overtime.

  - Ensuring that stations and apparatus are well-maintained and that repairs are communicated and addressed promptly is also important.

- **Professional Development and Career Growth:**

  - Opportunities for professional development and clear career growth paths are important for employee satisfaction. This includes providing training, mentorship, and support for achieving professional goals.

  - Employees appreciate when their career aspirations are recognized and supported by the department.

## Recommendations:

- **Enhance Communication:**

  - Implement regular face-to-face communication sessions, such as Chief Chats and station visits by senior leadership, to ensure clear and direct communication.

  - Use multiple channels, including emails, meetings, and internal platforms, to keep all employees informed and engaged.

- **Increase Leadership Engagement:**

  - Encourage senior leadership to regularly visit stations and participate in daily briefings to build stronger connections with line staff.

  - Foster an environment where leaders are approachable and actively listen to feedback from all levels of the department.

- **Balance Workloads:**

  - Review and adjust the schedule for training, meetings, and events to allow for more downtime during shifts. Consider spreading out these activities to prevent burnout.

  - Ensure that employees have sufficient time for rest, workouts, and catching up on administrative tasks.

- **Recognize and Reward Employees:**

  - Establish a robust system for recognizing and rewarding employees for their hard work and achievements. This includes timely awards, service recognition, and incentives for additional duties.

  - Make sure that recognition is consistent and meaningful to show employees that their efforts are valued.

- **Organize Team-Building Activities:**

  - Plan regular team-building activities and social events to foster camaraderie and improve morale. Encourage participation in fun and engaging activities that allow employees to bond outside of work.

  - Consider activities such as crew bonding sessions, department functions, and social gatherings to strengthen relationships.

- **Ensure Adequate Staffing and Resources:**

  - Address staffing needs by hiring additional personnel to cover increasing call volumes and reduce mandatory overtime. Ensure that all stations and apparatus are well-maintained and that repairs are communicated and handled promptly.

  - Provide the necessary resources and support to allow employees to perform their duties effectively.

- **Support Professional Development:**

  - Offer opportunities for professional development, including training, mentorship, and support for achieving career goals. Create clear career growth paths for all employees.

  - Ensure that employees feel supported in their professional aspirations and that their contributions are recognized and valued.

*In your opinion, what should the department's senior leadership be doing more of?*
**Key Trends:**

- **Increase Communication:**

  - There is a strong demand for better communication from senior leadership, including more face-to-face interactions and updates. Employees appreciate when leadership is transparent, shares plans and strategies, and actively listens to feedback.
  - Suggestions include more frequent Chief Chats, division leader discussions, and ensuring critical information is communicated clearly and consistently.

- **Visibility and Engagement:**

  - Employees want senior leadership to be more visible and engaged with the line staff. Regular visits to stations, participation in daily operations, and spending informal time with crews are seen as important for building trust and understanding.
  - Being present and interacting with staff helps bridge the gap between management and line personnel.

- **Support and Resources:**

  - There is a need for better support and resources for line staff. This includes ensuring adequate staffing, providing necessary equipment, and addressing logistical needs efficiently.
  - Employees feel that they often take on additional duties outside their primary responsibilities, which can be overwhelming and affect their ability to focus on their main tasks.

- **Professional Development and Career Growth:**

  - Employees value professional development opportunities and clear career growth paths. They appreciate when senior leadership supports their career goals and provides training and mentorship.
  - There is also a desire for more structured and consistent evaluations, with constructive feedback and recognition for achievements.

- **Proactive Planning:**

  - Employees want leadership to focus on proactive planning rather than reactive measures. This includes strategic planning for future growth, securing funding for new stations and equipment, and ensuring the department is prepared for increasing demands.

  - There is a call for leadership to actively pursue alternative funding sources and engage in long-term planning to support the department's goals.

**Recommendations:**

- **Enhance Communication:**

  - Implement regular and structured communication channels, such as quarterly Chief Chats, division leader updates, and face-to-face meetings. Ensure that information is communicated clearly and consistently across all levels of the department.

  - Actively listen to feedback from line staff and provide updates on actions taken in response to their concerns.

- **Increase Visibility and Engagement:**

  - Senior leadership should make a concerted effort to be present and engaged with line staff. Regular visits to stations, participation in morning briefings, and informal interactions with crews can help build trust and improve morale.

  - Encourage open dialogue and create opportunities for staff to share their ideas and concerns directly with leadership.

- **Provide Adequate Support and Resources:**

  - Ensure that line staff have the necessary support and resources to perform their duties effectively. This includes addressing logistical needs, providing adequate staffing, and ensuring equipment is well-maintained.

  - Recognize and reduce the additional workload taken on by line personnel and explore ways to delegate tasks appropriately.

- **Foster Professional Development:**
  - Create clear career growth paths and provide ongoing professional development opportunities for all ranks. This includes training, mentorship, and structured evaluations with constructive feedback.
  - Recognize and reward achievements to show employees that their hard work and dedication are valued.

- **Focus on Proactive Planning:**
  - Engage in proactive planning to address future growth and increasing demands. Secure funding for new stations and equipment, and develop long-term strategies to support the department's goals.
  - Actively pursue alternative funding sources and work with city leadership to ensure the department has the necessary resources to provide high-quality services.

*How would you rate your overall personal work environment at the department?*
The survey results regarding the overall personal work environment at Bend Fire & Rescue are predominantly positive. Out of 90 respondents, 41% rate their work environment as excellent, and 52% rate it as good. Only 6% consider their work environment to be average, and a mere 1% rate it as poor. No respondents selected the "No Opinion" option. This indicates that the majority of employees are satisfied with their personal work environment at the department.
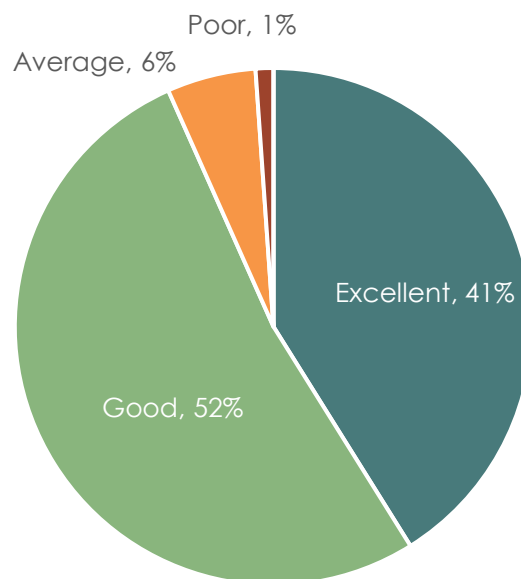
*How proud are you to tell other people that you are a member of Bend Fire & Rescue?*
The survey results regarding the pride employees feel about being members of Bend Fire & Rescue show overwhelmingly positive sentiments. Out of 90 respondents, a significant 86% reported that they are very proud to tell others they are members of the department. An additional 11% indicated that they are somewhat proud. Only a small fraction, 2%, stated they are not proud, and 1% had no opinion. This indicates a strong sense of pride and positive identity among the members of Bend Fire & Rescue.

No Opinion, 1%

Not Proud, 2%

Somewhat Proud, 11%

Very Proud, 86%
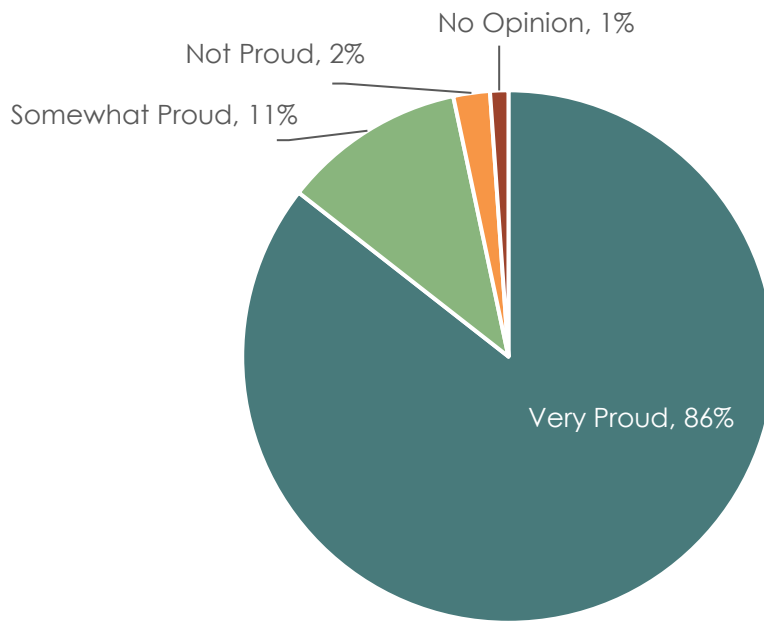
***On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?***

The survey responses indicate that employees of Bend Fire & Rescue rate their external services and programs provided to the public quite positively overall. Emergency Medical Services received the highest rating with a weighted average of 8.69, followed closely by Fire Suppression at 8.16. Technical Rescue services as currently provided were rated at 7.6, while Public Education programs, including Stop the Bleed, Community CPR, Outside Tours, and Wildfire Risk Assessment, scored 7.45. Fire Code Enforcement also received a favorable rating of 7.22. Building Inspections and Plan Review services were rated slightly lower, with scores of 6.66 and 6.58 respectively. Haz Mat services received the lowest rating at 5.49, suggesting an area for potential improvement. Overall, the ratings reflect a strong performance in key service areas, particularly in emergency medical and fire suppression services.

| Service | Rating |
|---|---|
| Emergency Medical Services | 8.69 |
| Fire Suppression | 8.16 |
| Technical Rescue (as currently provided) | 7.6 |
| Public Education (Stop the Bleed, Community CPR, Outside Tours, Wildfire Risk Assessment) | 7.45 |
| Fire Code Enforcement | 7.22 |
| Building Inspections | 6.66 |
| Plan Review | 6.58 |
| Haz Mat | 5.49 |
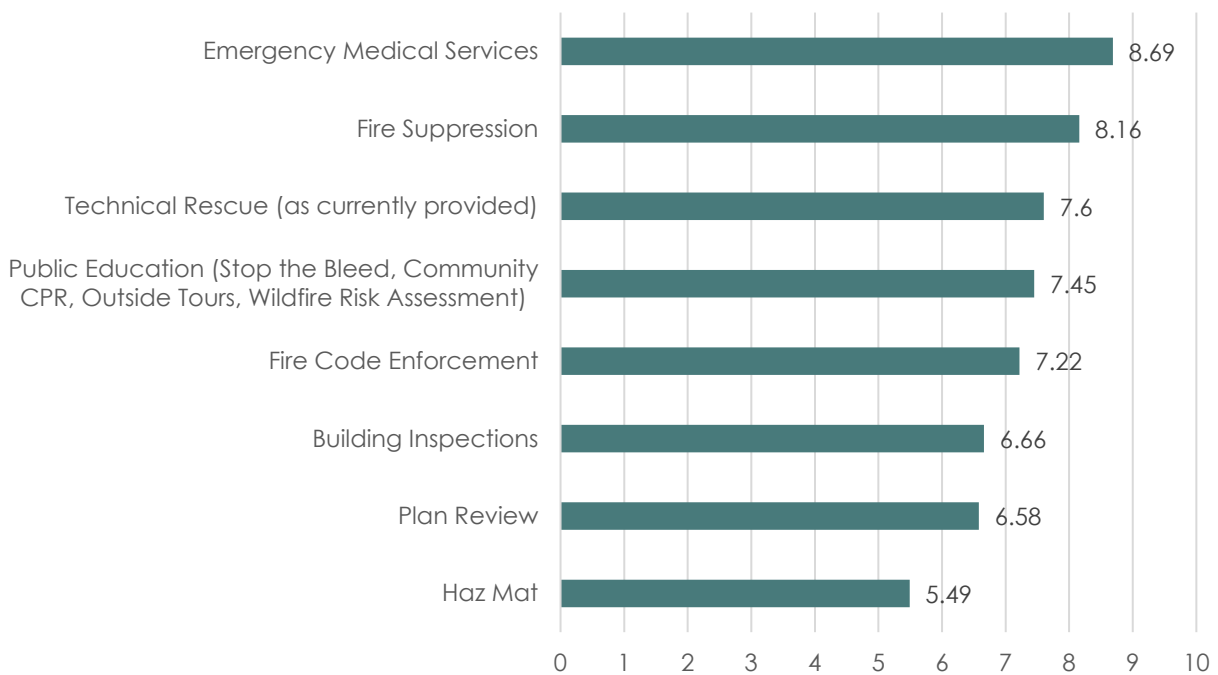
***On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the City of Bend?***

The survey responses indicate that the internal services and processes provided by the City of Bend are generally well-regarded by the employees of Bend Fire & Rescue. Equipment and Apparatus Maintenance received the highest rating with a weighted average of 7.55, followed by Employee Relations at 7.16. Employee Benefits were also rated positively with a score of 6.91. Administrative Support services, which include Legal, IT, HR, Procurement, and Payroll, received a rating of 6.27. Organizational Planning, while still viewed positively, had the lowest rating among the categories at 6.13. Overall, these ratings suggest that while there is room for improvement, particularly in Organizational Planning, the internal services and processes are functioning effectively.
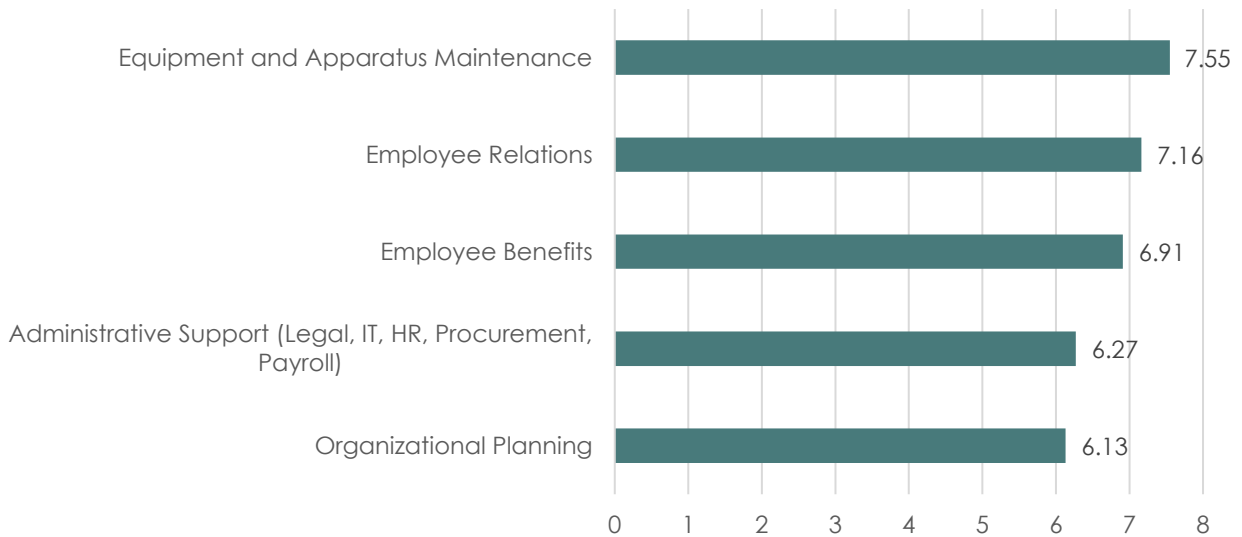


***Please identify your level of agreement with each of the following statements about the department's facilities and apparatus:***

The survey results indicate a generally positive perception of the department's facilities and apparatus, though there are notable areas of concern. A significant majority of respondents, 81%, agree that pump testing is regularly completed, and 82% concur that hose testing is routinely conducted. Ladder testing also receives strong agreement, with 80% affirming its regular completion. Additionally, 77% of respondents agree that SCBA testing and maintenance are performed regularly, although 16% had no opinion on this matter. The maintenance and replacement of EMS equipment received high approval, with 87% agreeing that these tasks are regularly completed, while 8% had no opinion.

In terms of maintenance and condition, 85% of respondents agree that the apparatus are well maintained, and 78% believe that apparatus repairs and maintenance are completed in a timely manner. Facilities are viewed positively, with 80% agreeing they are well maintained and 75% affirming they are in good condition.
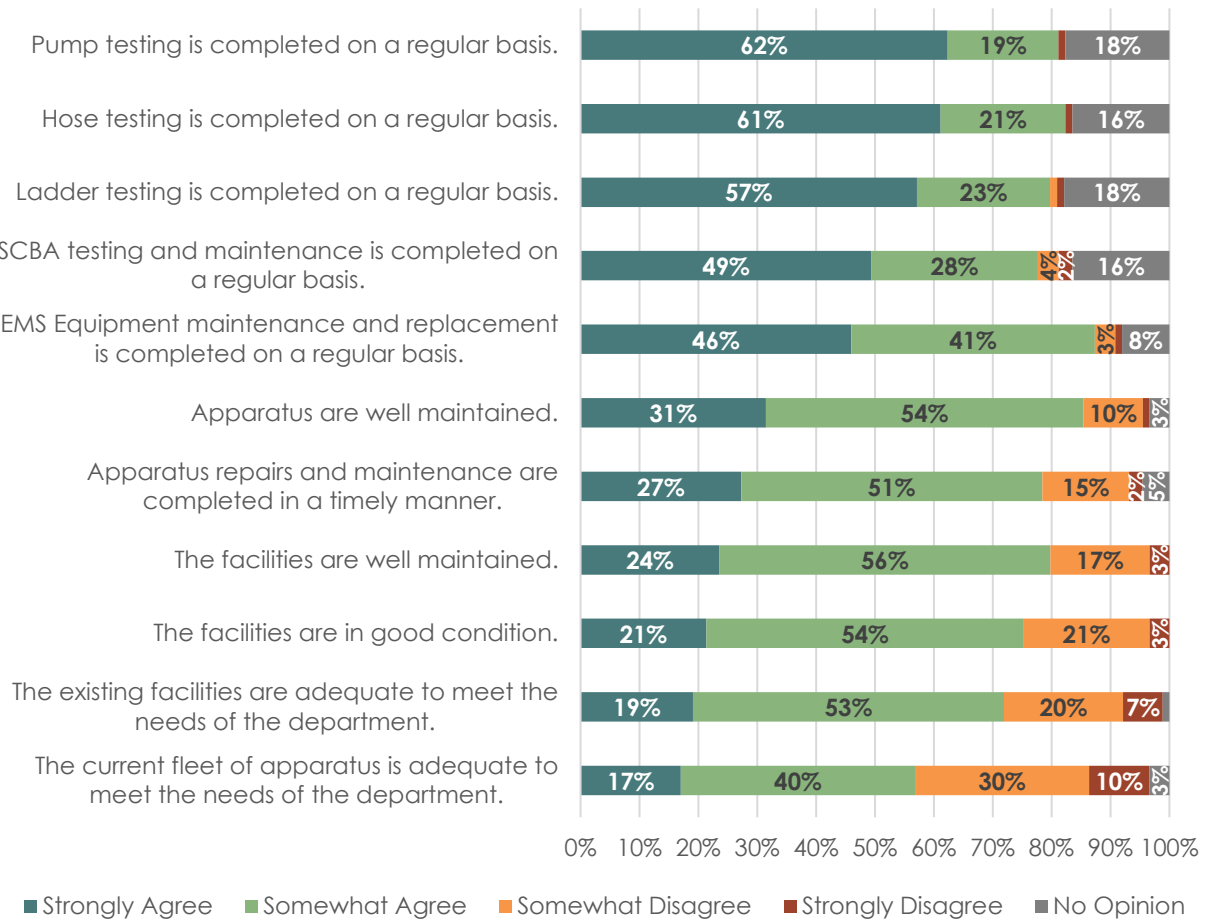


However, the adequacy and suitability of the facilities and apparatus reveal mixed sentiments. While 72% agree that the existing facilities meet the department's needs, only 57% believe the current fleet of apparatus is adequate, with 40% somewhat or strongly disagreeing. These results highlight a general satisfaction with maintenance and condition but indicate concerns regarding the sufficiency of the current apparatus to meet operational demands. Some respondents' neutrality or lack of opinion on certain aspects suggests potential areas for improved communication or awareness within the department.

*If you could change only one thing about the work environment at Bend Fire & Rescue, what would it be?*

- **Staffing and Workload:**

  - Improve adequate staffing and workload management.

  - Balance between calls, training, and other duties.

  - Reduce movement of personnel to maintain stability and efficiency.

- **Communication and Culture:**

  - Enhance open communication across the department.

  - Eliminate negativity and promote a positive work environment.

  - Increase pride and ownership within the department.

  - Boost the logistics division to improve support across all areas.

  - Build a more structured and supportive culture.

- **Leadership and Support:**

  - Add a Senior Captain role for better station management.

  - Ensure leadership transparency and accessibility to crews.

  - Create performance standards and expectations.

  - Increase leadership encouragement for crew exercise and well-being.

- **EMS and Training:**

  - Explore expanding the EMS division with single role paramedics.

  - Address belittling of EMS calls and improve protocol consistency.

  - Create a central training space and enhance meeting facilities.

  - Use video conferencing for training to save time and reduce travel.

- **Facilities and Equipment:**

  - Improve fitness areas in stations and involve crews in future design processes.

  - Remodel kitchens based on station staffing levels.

  - Update station functionality, appearance, and provisions for growth.

- **Morale and Team Building:**

  - Organize more out-of-work experiences and team-building events.

  - Increase leadership encouragement for crew exercise.

  - Promote Bend Fire better to the city for enhanced recognition and support.

- **General Improvements:**

  - Proactively disperse workload by limiting the number of committees or extra duties per individual.
  - Move the morning briefing to a later time to allow thorough morning checks.
  - Use video conferencing more for training to reduce travel time.

*Please identify your level of agreement with each of the following statements as they relate to the department's community relations:*

A majority (83%) agree that the department is sufficiently engaged in the community, with 40% strongly agreeing and 43% somewhat agreeing. However, 12% somewhat disagree and 4% either strongly disagree or have no opinion, indicating room for improvement in community engagement.

Regarding the department leadership's efforts to maintain cooperative relationships with neighboring emergency service providers, 91% of respondents view these efforts positively, with 60% strongly agreeing and 31% somewhat agreeing. A small percentage (6%) somewhat or strongly disagree, while 3% have no opinion.

The department's respect within the community is highly regarded, with 97% of respondents affirming this statement. Notably, 66% strongly agree, and 31% somewhat agree, showcasing a strong community reputation. Only 1% somewhat disagree and 1% have no opinion, suggesting that the department is widely respected by the community it serves.
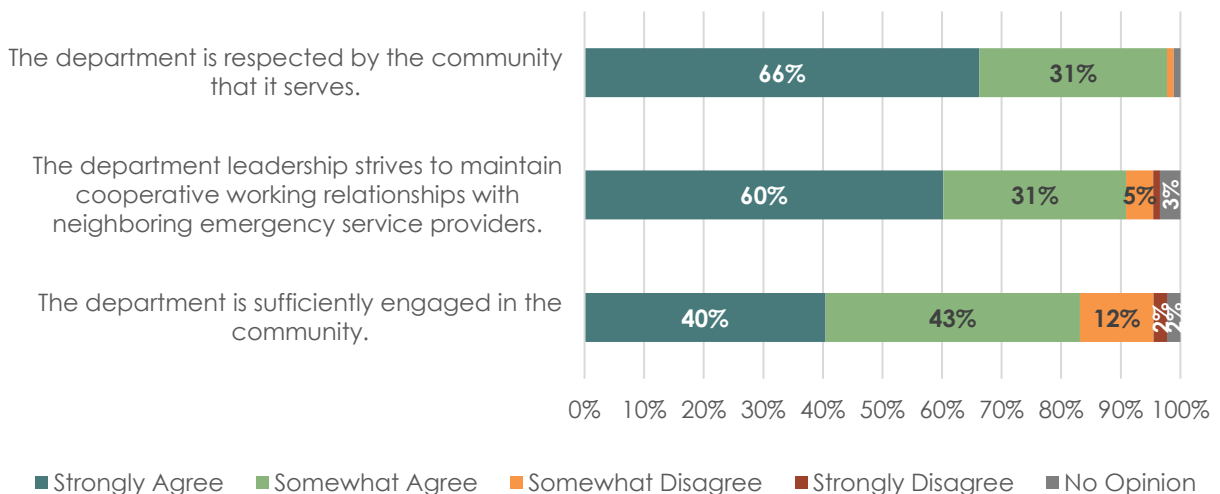
***In your opinion, what is the community's overall image of Bend Fire & Rescue?***
The survey responses indicate a highly positive community image of Bend Fire & Rescue. A significant majority, 93%, rate the community's overall image of the department as either excellent (52%) or good (41%). A small percentage, 7%, consider the community's image of the department to be average, while no respondents rated it as poor or expressed no opinion. This reflects a strong, favorable perception of Bend Fire & Rescue within the community it serves.
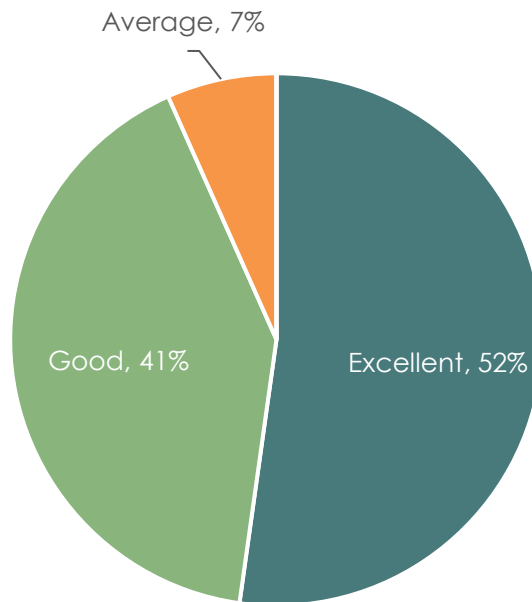
***In your opinion, what is the department's single greatest strength?***

**Key Trends:**

- **People and Teamwork:**

  - The most frequently mentioned strength is the people within the department, from line staff to administration. Employees are recognized for their dedication, positive attitudes, hard work, and willingness to improve.

  - The relationships and cohesion among staff, as well as the family-oriented culture, are highly valued. There is a strong sense of teamwork and support among the members.

- **Customer Service and Community Connection:**

  - Exceptional customer service and strong connections with the community are highlighted as key strengths. The department is praised for its empathy, compassion, and the trust it has earned from the public.

  - Providing exceptional service with minimal resources and maintaining a positive public perception are also noted.

- **Culture and Resilience:**

  - The department's culture, which emphasizes excellence, continuous improvement, and support for each other, is seen as a major strength. The family-oriented environment and commitment to the cause are appreciated.

  - Resilience and the ability to overcome hurdles together are also important aspects of the department's strength.

- **Professionalism and High Standards:**

  - High standards in EMS and the quality of service provided are recognized. The department's standards for EMS are considered exceptional compared to other departments.

  - Leadership is appreciated for balancing professionalism with allowing staff to have a voice and room to operate effectively.

- **Opportunities and Development:**

  - The department provides numerous opportunities for learning and development, allowing employees to take on special assignments and projects. This promotes a culture of growth and skill enhancement.

**Recommendations:**

- **Enhance Communication and Engagement:**

  - Continue to prioritize and improve communication at all levels. Regular face-to-face interactions, updates from senior leadership, and transparent communication of goals and strategies will further strengthen the sense of teamwork and trust.

  - Increase the frequency of Chief Chats and ensure that all employees feel heard and valued.

- **Support and Develop Employees:**

  - Maintain and enhance the culture of support and professional development. Provide more structured and consistent opportunities for training, mentorship, and career growth.

  - Recognize and reward employees' efforts and achievements to boost morale and motivation.

- **Strengthen Community Connections:**

  - Continue to build and maintain strong relationships with the community. Engage in proactive communication with the public, highlighting the department's achievements and ongoing efforts to provide exceptional service.

  - Explore additional ways to involve the community in the department's activities and initiatives.

- **Focus on Resilience and Adaptability:**

  - Foster a culture of resilience by addressing challenges proactively and supporting employees in overcoming hurdles. Encourage innovative approaches and adaptability to changing circumstances.

  - Provide the necessary resources and support to ensure that staff can perform their duties effectively and efficiently.

- **Maintain High Standards:**

  - Uphold the high standards in EMS and other areas of service. Ensure that all employees are trained to the highest standards and have the resources they need to excel.

  - Continue to develop and implement best practices to maintain the department's reputation for excellence and professionalism.

***In your opinion, what is the department's single greatest weakness?***
**Key Trends:**

- **Funding and Financial Stability:**

  - The most frequently mentioned weakness is the reliance on levy funding and the lack of stable, secure, and permanent funding sources. Concerns about future funding, budget constraints, and the potential failure of levies are prevalent.

  - There is a need for a solidified and strategic plan for funding to ensure the department can meet the growing demands of the community.

- **Communication and Coordination:**

  - Communication issues within the department are a significant concern. There is a need for better communication up and down the ladder, more transparency, and consistent messaging.

  - The disconnect between line staff and administration, as well as between different shifts and divisions, needs to be addressed to improve overall cohesion and teamwork.

- **Growth and Planning:**

  - The department struggles to keep up with the rapid growth of the community. There is a need for better long-term planning and growth strategies to align with the city's expansion.

  - Pre-planning for future needs, including infrastructure, staffing, and resources, is essential to ensure the department can continue to provide high-quality services.

- **Staffing and Resources:**

  - Inadequate staffing levels, lack of support positions, and over-reliance on line staff for support projects are major issues. The department needs more personnel across various roles, including line staff, logistics, prevention/outreach, and administrative support.

  - Burnout among firefighters, especially those on ambulances, is a concern due to high workloads and insufficient staffing.

- **Training and Standards:**

  - There are concerns about the accuracy, relevance, and consistency of EMS training. The department needs to ensure high standards for training and maintain consistency across all levels.

  - Lack of inter-departmental training and standards, particularly for large-scale events requiring coordinated efforts, is also highlighted.

- **Accountability and Specialization:**

  - The department needs to improve accountability at all levels, from holding senior leadership accountable to maintaining performance standards for all personnel.

  - There is a need to incentivize specialization and recognize employees who go above and beyond in specific disciplines.

**Recommendations:**

- **Develop a Strategic Funding Plan:**

  - Create a long-term strategic plan for securing stable and permanent funding sources. Explore alternative funding options beyond levies to ensure financial stability and support for future growth.

  - Engage with the community and stakeholders to communicate the importance of stable funding and garner support for funding initiatives.

- **Enhance Communication and Collaboration:**

  - Implement measures to improve communication within the department, ensuring transparency, consistency, and regular updates from leadership to line staff.

  - Foster better coordination and collaboration between different shifts, divisions, and departments to create a more cohesive and unified organization.

- **Focus on Long-Term Planning and Growth:**

  - Develop comprehensive long-term plans that address the department's growth needs in alignment with the city's expansion. This includes planning for new stations, staffing, and resource allocation.

  - Regularly review and update growth strategies to adapt to changing community needs and ensure the department remains proactive rather than reactive.

- **Increase Staffing and Support:**

  - Address staffing shortages by hiring additional personnel across various roles. Prioritize recruitment and retention strategies to build a robust and sustainable workforce.

  - Enhance support positions to reduce the burden on line staff and ensure all operational needs are met effectively.

- **Strengthen Training and Standards:**

  - Ensure high standards and consistency in EMS training and other specialized training programs. Provide regular and comprehensive training to all personnel to maintain and enhance skill levels.

  - Develop inter-departmental training programs to improve coordination and effectiveness during large-scale events requiring multi-agency efforts.

- **Improve Accountability and Incentivize Specialization:**

  - Establish clear accountability measures and performance standards for all levels of the department. Ensure that all personnel are held to the same standards and expectations.

  - Recognize and incentivize employees who specialize and excel in specific disciplines, providing opportunities for career advancement and professional development.

*In your opinion, what single greatest opportunity should the department take advantage of in the future?*

**Key Trends:**

- **Broad Areas of Training Needs:**

    - Significant demand for diverse training covering fire service, EMS, leadership, strategies, tactics, and company officer development.

    - Targeted and specialized training for roles such as ambulance operators (AO), engineers, and command-level personnel.

- **Focus on EMS Training:**

    - Recurring need for more comprehensive and frequent EMS training due to the high volume of EMS calls.

    - Suggestions for in-station EMS training, blue card style training, and specialized EMS skills development.

- **Improvement in Strategy and Tactics Training:**

    - Strong call for enhanced training in strategies and tactics, particularly for high-risk, low-frequency incidents.

    - Desire for more structured, scenario-based training to improve practical application during emergencies.

- **Professional Development:**

    - Highlighted need for ongoing professional development, including leadership training, mental health support, and specific emergency scenario training.

    - Demand for well-defined career development plans and training programs for all ranks.

- **Enhanced Access to Training:**

    - Employees express the need for easier access to external training opportunities and specialized courses.

    - Suggestions for more structured training schedules and opportunities for continued education beyond initial certifications.

- **Feedback and Continuous Improvement:**

    - Establishment of a feedback loop for regular input on training effectiveness and areas for improvement.

    - Continuous refinement and enhancement of training programs based on employee feedback.

**Recommendations:**

- **Expand EMS Training Programs:**
  - Develop a robust, frequent EMS training program addressing identified skills and knowledge gaps.
  - Include hands-on training, case reviews, and advanced EMS procedures.

- **Enhance Strategy and Tactics Training:**
  - Implement structured training sessions focused on strategies and tactics for both common and complex incidents.
  - Integrate scenario-based training including communications, resource management, and multi-company operations.

- **Professional Development Initiatives:**
  - Establish clear professional development plans for all ranks.
  - Ensure access to leadership training, mental health support, and specialized skills development.
  - Create mentorship programs to support new hires and those in transitional roles.

- **Improve Access to External Training:**
  - Facilitate access to external training programs and workshops to provide additional skills and knowledge.
  - Consider partnerships with other agencies or institutions to broaden training opportunities.

- **Structured Training Schedules:**
  - Develop consistent and structured training schedules including monthly or bi-monthly sessions on various topics.
  - Align training with the department's strategic goals and address the practical needs of employees.

- **Feedback and Continuous Improvement:**
  - Establish a feedback loop for regular input on training effectiveness.
  - Use feedback to continuously refine and enhance training programs.

***In your opinion, what is the single most significant challenge that the department faces in the future?***

**Key Trends**

- **Funding and Financial Stability:**

  - **Consistent Funding:** A major concern is securing consistent and stable funding to avoid reliance on periodic levies. Long-term financial stability is crucial for sustaining operations and growth.

  - **Public Support for Taxes:** Gaining and maintaining public support for increased taxes to fund the department is essential.

  - **Economic Growth and Funding:** Ensuring that the department's funding keeps pace with the city's economic growth and needs is critical.

- **Growth and Infrastructure:**

  - **Population Growth:** Rapid population growth is a significant challenge, with concerns about the department's ability to keep up with increasing call volumes and city infrastructure demands.

  - **Expansion of Services:** The need to expand services and build more stations to maintain response times and meet the city's growth.

  - **Planning and Pre-Planning:** Effective pre-planning for future growth and development is necessary to address these challenges proactively.

- **Staffing and Resources:**

  - **Recruitment and Retention:** Attracting and retaining qualified personnel to meet the growing demands is a challenge, especially in maintaining a skilled workforce.

  - **Support Staff and Logistics:** Increasing the number of support staff and improving logistics and IT support are necessary to run the department efficiently.

  - **Task Saturation:** Addressing the issue of task saturation among employees to ensure they are not overburdened and can maintain high performance levels.

- **Community and Public Relations:**

  - **Public Perception:** Maintaining a positive public perception and demonstrating the department's value to the community is vital for securing future support.

  - **Community Engagement:** Engaging with the community and building strong relationships to ensure continued support and understanding of the department's needs.

- **Operational Efficiency and Standards:**

  - **Maintaining Standards:** Upholding high standards and accountability within the department to ensure consistent performance and service delivery.

  - **Interdepartmental Coordination:** Improving coordination and standards across different departments and with partner agencies.

- **Technological and Logistical Advancements:**

  - **Adopting Technology:** Being proactive in adopting new technologies and improving logistical support to enhance operational efficiency.

## Recommendations

- **Develop a Comprehensive Long-Term Funding Plan:**

  - Explore alternative funding sources, such as grants and partnerships, to reduce reliance on levies.

  - Enhance community outreach and engagement to build strong public support for necessary tax increases.

  - Consider transitioning to a fire district to secure more stable and predictable funding.

- **Strategic Growth Management:**

  - Conduct thorough pre-planning for future city growth and infrastructure needs.

  - Secure land and resources for new stations in anticipated growth areas.

  - Develop a strategic plan that outlines clear goals and actions to address the city's projected population increase.

- **Enhance Recruitment and Retention Efforts:**

  - Implement targeted recruitment strategies to attract qualified candidates.

  - Offer competitive salaries and benefits to retain existing staff and attract new talent.

  - Provide ongoing training and professional development opportunities to keep the workforce skilled and motivated.

- **Strengthen Community Relations:**

  - Increase efforts to engage with the community through events, social media, and public education programs.

  - Highlight the department's successes and the importance of its services to garner public support.

  - Ensure transparency and communication with the community regarding funding needs and department challenges.

- **Improve Operational Efficiency:**

  - Invest in technology and logistics to streamline operations and reduce task saturation among staff.

  - Standardize procedures and improve coordination between different departments and agencies.

  - Continuously assess and update operational standards to maintain high performance levels.

*Please use the space below to tell us your suggestions or final thoughts for improving Bend Fire & Rescue.*

**Key Trends**

- **Support and Investment in Personnel:**

  - **Specialization and Incentives:** There is a call for the department to recognize and incentivize specialization within the firefighter ranks, similar to other departments.

  - **EMS Training:** Enhancing EMS training to focus more on current protocols and prehospital medicine rather than clinical medicine.

  - **Succession Planning:** Investing in succession planning to create real opportunities for internal candidates to advance to chief-level positions.

- **Community Engagement and Public Relations:**

  - **Public Support:** Promoting the department's contributions to the community and reinforcing the need for funding, especially for future levies.

  - **Integration with Community:** Increasing integration and visibility within the community to foster better relationships and support.

- **Operational and Logistical Improvements:**

  - **Boosting Logistics Division:** Recognizing the importance of the logistics division and being willing to invest in support functions, not just frontline firefighters.

  - **Facilities and Equipment:** Improving facilities, especially fitness facilities, and ensuring adequate space for training. Addressing the current state of fleet and equipment to avoid burnout and maintain efficiency.

- **Funding and Financial Planning:**

  - **Long-Term Financial Stability:** Developing a comprehensive financial plan that secures funding beyond the five-year levy cycles.

  - **Exploring Alternative Funding Models:** Considering alternative funding models, including the potential transition to a fire district, to ensure financial stability.

- **Internal Communication and Morale:**

  - **Transparency and Feedback:** Enhancing transparency and communication within the department, particularly from senior leadership.

  - **Work-Life Balance:** Emphasizing the importance of work-life balance to prevent burnout and ensure longevity among employees.

  - **Inclusive Decision Making:** Involving all levels of staff in decision-making processes to ensure their voices are heard and valued.

- **Training and Professional Development:**

  - **Collaborative Training:** Encouraging collaboration between the fire and EMS sides during training sessions whenever possible.

  - **Comprehensive Training Programs:** Offering comprehensive training programs that cover leadership, command, and technical knowledge for all employees.

- **Addressing Diversity and Inclusion:**

  - **Diverse Hiring Practices:** Implementing strategies to hire a more diverse workforce and ensuring equal opportunities for all employees.

## Recommendations

- **Enhance Support and Specialization Programs:**

  - Implement specialization programs within the firefighter ranks and provide incentives for specialized skills such as CERT and special operations.

  - Develop targeted EMS training programs focusing on current protocols and practical applications.

- **Strengthen Community Engagement:**

  - Increase public outreach efforts to promote the department's contributions and the importance of future levies.

  - Organize community events and improve the department's visibility within the community.

- **Improve Operational Efficiency:**

  - Boost the logistics division to ensure it adequately supports frontline operations.

  - Invest in facilities and equipment to improve working conditions and prevent burnout.

- **Develop a Comprehensive Financial Plan:**

  - Explore alternative funding models, including transitioning to a fire district, to ensure long-term financial stability.

  - Engage with developers and local government to secure land and resources for future growth.

- **Enhance Internal Communication and Morale:**

  - Foster a culture of transparency and open communication within the department.

  - Implement programs to promote work-life balance and prevent employee burnout.

- **Invest in Training and Professional Development:**

  - Offer comprehensive and collaborative training programs that include leadership and technical skills.

  - Ensure all employees have access to training and professional development opportunities.

- **Promote Diversity and Inclusion:**

  - Implement hiring practices that promote diversity within the workforce.

  - Ensure equal opportunities for advancement and professional development for all employees.

# Mission, Vision, & Values Statements

## Mission Statement

A mission statement is a concise statement that defines the fundamental purpose and reason for the existence of an organization. It outlines the organization's core objectives, values, and primary activities, serving as a guiding principle that informs decision-making, strategy development, and daily operations.

Key characteristics of a mission statement include:

- **Purpose and Scope:** It succinctly describes the organization's reason for being and the scope of its activities, including who it serves, what it does, and why it does it.

- **Values and Principles:** A mission statement often incorporates the organization's core values, guiding principles, and ethical standards, reflecting its beliefs and priorities.

- **Customer or Stakeholder Focus:** It may specify the target audience or beneficiaries of the organization's products, services, or activities, highlighting its commitment to meeting their needs or addressing their concerns.

- **Differentiation:** A mission statement may articulate what sets the organization apart from others in its industry or sector, emphasizing its unique value proposition, competitive advantage, or distinctive approach.

- **Conciseness and Clarity:** Mission statements are typically brief and to the point, conveying the essence of the organization's mission in a clear and understandable manner.

- **Inspiring and Motivating:** A well-crafted mission statement inspires and motivates stakeholders, including employees, customers, investors, and partners, by articulating a compelling vision of what the organization aspires to achieve.

Overall, a mission statement serves as a foundational element of an organization's identity and provides a framework for aligning goals, strategies, and actions with its overarching purpose and values. It helps stakeholders understand the organization's mission and fosters a sense of unity, purpose, and commitment among its members.

## Vision Statement

A vision statement is a concise declaration that communicates an organization's long-term aspirations, desired future state, and overarching purpose or direction. It describes what the organization aims to achieve or become over time and serves as a guiding principle to inspire and align the actions of its stakeholders.

Key characteristics of a vision statement include:

- **Future Orientation:** A vision statement focuses on the future and describes the desired state or outcome that the organization seeks to attain.

- **Inspiring and Aspirational:** It should inspire and motivate stakeholders by articulating a compelling and ambitious vision that reflects the organization's values, ideals, and aspirations.

- **Clear and Concise:** A vision statement is typically brief and succinct, conveying the essence of the organization's long-term goals in a clear and understandable manner.

- **Alignment with Values and Purpose:** It should be aligned with the organization's core values, mission, and purpose, reflecting its fundamental beliefs and guiding principles.

- **Memorable and Impactful:** A well-crafted vision statement is memorable and leaves a lasting impression, making it easier for stakeholders to internalize and rally behind.

- **Realistic yet Challenging:** While visionary, a vision statement should also be grounded in reality and achievable, albeit stretching the organization to strive for continuous improvement and growth.

Overall, a vision statement serves as a beacon that guides the strategic direction, decision-making, and actions of the organization, providing a sense of purpose and direction for all stakeholders.

## Value Statement

Value statements, also known as core values, articulate the guiding principles and beliefs that shape an organization's culture, behavior, and decision-making processes. They represent the fundamental beliefs and ideals that are important to the organization and serve as a framework for how individuals within the organization interact with one another and with external stakeholders.

Key characteristics of value statements include:

- **Core Principles:** Value statements typically outline the core principles, ethics, and beliefs that are central to the organization's identity and operations.

- **Guiding Philosophy:** They reflect the organization's philosophy and priorities, providing a basis for setting priorities, making decisions, and determining actions.

- **Behavioral Expectations:** Value statements often articulate desired behaviors and attitudes that are expected of individuals within the organization, guiding their interactions and conduct.

- **Alignment with Mission and Vision:** Value statements are aligned with the organization's mission and vision, ensuring that its values support its overarching purpose and long-term goals.

- **Distinctive Identity:** Value statements may highlight the unique characteristics or qualities that differentiate the organization from others in its industry or sector, reflecting its identity and brand.

- **Communication and Transparency:** Value statements are communicated internally and externally to stakeholders to foster understanding, alignment, and accountability.

- **Continuous Improvement:** They promote a culture of continuous improvement by setting standards for excellence, innovation, and ethical behavior.

Value statements play a critical role in shaping organizational culture, guiding decision-making, and fostering a sense of identity and cohesion among members. When effectively implemented, they can enhance employee engagement, build trust with stakeholders, and contribute to organizational success.

## Bend Fire & Rescue Updated Mission, Vision, and Values Statements

The Strategic Planning Committee reviewed existing mission, vision, and values statements for Bend Fire & Rescue and determined a need to refresh the statements. Through considerable discussion, the group is recommending the following statements be presented to the full membership for consideration.

### Mission Statement

*Effectively respond, continuously improve, compassionately serve.*

### Vision Statement

*Bend Fire & Rescue will be a leader in the fire service, committed to providing remarkable service and building a safer community for all.*

### Value Statement

*Honorable in our conduct, loyal to our mission, and trusted by our community.*

# SWOC Analysis

As part of the strategic planning process, we conducted a thorough analysis of our existing services, anticipated future growth in the service area, and gathered insights from both internal and external stakeholders. This comprehensive approach will help us identify our strengths, weaknesses, opportunities, and challenges, enabling us to strategically address the needs of our community and enhance our service delivery.

- **Strengths:** Strengths are internal attributes and resources that contribute positively to an organization's ability to achieve its objectives. These may include skills, assets, capabilities, or qualities that enhance performance, or lead to success in service delivery to the community.

- **Weaknesses:** Weaknesses are internal limitations, deficiencies, or areas of vulnerability that hinder an organization's performance or ability to reach their goals. These could include lack of resources, inadequate skills, poor processes, or any other factors that prevent optimal performance or effectiveness.

- **Opportunities:** Opportunities are external factors or circumstances in the environment that can be leveraged to create positive outcomes or benefits for an organization. These may include emerging trends, technological advancements, new partnerships, or any other favorable conditions that present potential for efficiencies, innovation or improvement.

- **Challenges:** Challenges are external or internal obstacles, difficulties, or problems that pose barriers to achieving desired objectives or outcomes. These could include economic downturns, regulatory hurdles, organizational conflicts, or any other factors that require effort, creativity, or strategic planning to overcome.

## Community SWOC Analysis

| Positive | | Negative |
|---|---|---|
| **Internal** | **Strengths**<br>• Professionalism<br>• Attractiveness—being in Central Oregon, culture<br>• Integration of leadership, exceptional work, every hour of the day, every day<br>• Personable, professional, listen really well, with integrity<br>• Invaluable leadership<br>• Dedication and commitment of employees<br>• Response times<br>• Incident management<br>• Training<br>• Exceptional skills<br>• Public confidence and trust<br>• Equipment well maintained and in good order<br>• "I've lived in 22 states and never seen a FD so involved with its community" (demonstrated excellence) | **Weaknesses**<br>• Lack of community understanding about the scope of FD services<br>• "The better you do it, the less they care."<br>• Communication (Spanish language)<br>• Not enough non-English or other accessibility resources<br>• Amount of the Rural District > 5-mile station distance (ISO)<br>• Method of developing environment in Bend increasing response times |
| **External** | **Opportunities**<br>• Include fire department early in the planning process of the developing environment<br>• Partnerships with other agencies (Parks & Rec, Police, Hospitals, medical and mental health, addiction treatment, ODOT, public land agencies, Forestry)<br>• Community Paramedicine-MIH<br>• Improve communication to the public ("more better," neighborhood associations, HOA, Latino Association, minority groups, FireWise, public land agencies, Forestry, unhoused populations)<br>  ▪ Public messaging, educations, broader messages. | **Challenges**<br>• Unpredictability<br>• Funding to build and staff additional stations, vehicles and equipment<br>• Remoteness and uniqueness of Bend<br>• Cost of living<br>• Tourism and visitor impact<br>• Mental health and addiction<br>• Unhoused population increasing<br>• Wildfire season |

## Internal SWOC Analysis

| | Positive | Negative |
|---|---|---|
| **Internal** | **Strengths**<br>• Good at developing up to Captain.<br>• Strong training program at the crew level.<br>• Good contract with salary increases.<br>• Shift leaders are more present.<br>• Construction and Staffing at Station 306.<br>• Labor Management open communication/regular meetings<br>• AOs taking calls independently.<br>• Department pride.<br>• Size of the department. | **Weaknesses**<br>• Apparatus, procurement, and supply chain lags.<br>• Lack of knowledge of the value the FD provides.<br>• No Communications Director/PIO.<br>• No "public face."<br>• Span of control for BCs.<br>• Missing a Logistics Chief.<br>• Not utilizing some administrative sworn personnel effectively.<br>• Lack of succession planning.<br>• Not enough personnel in training.<br>• Size of the department.<br>• HazMat services.<br>• Public Education<br>• Inadequate reserves (or space) for routine maintenance of apparatus |
| **External** | **Opportunities**<br>• Opportunity to share the FD funding story.<br>• Internal training.<br>• Department pride-Recruitment opportunity<br>• Size of the department.<br>• Opportunity to spread/distribute the workload. (Ops personnel)<br>• Public education/prevention improvements.<br>• Education on ambulance system/funding.<br>• Reporting performance based on average *and* percentile.<br>• Upgrade predictive analysis software. (Dark Horse)<br>• Ambulance billing clarity. | **Challenges**<br>• Permanent funding challenges:<br>  ▪ Approval City of Bend<br>  ▪ Levies/potential compression<br>• Perceived distrust of the City of Bend by the community:<br>  ▪ Transportation/special projects funding/failure<br>  ▪ Pandemic response<br>  ▪ Housing costs<br>• Size of the department.<br>• Public Works relocation.<br>• GEMT reimbursements.<br>• Changing building types, mixed-use, vertical, NW growth. |

# Critical Issues and Service Gaps

Suring the strategic planning process, it is essential to identify and address critical issues and service gaps. By conducting a thorough SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis, our planning team pinpointed these issues and gaps and organized them into themes to formulate key strategic initiatives. These initiatives drive BF&R towards its desired outcome: improved service delivery to the community. The following is a detailed outline of the critical issues and service gaps identified, categorized into themes.

## Service Delivery

- Infrastructure development impact on service delivery (evolution of buildings, traffic, railroad crossings, ensuring FD apparatus meet changing built landscape in Bend, traffic calming, etc.).

- Prevention: Behind on commercial building inspections, plan review, backlog due to lack of staffing.

- Continuing and expanding partnerships with other community organizations: opportunities beyond transport and treat and release.

- Post-service customer surveying.

- Effective and accessible communication of community programs and services.

- Lack of regular reception services; inconsistent.

- Difficulty contacting administrative/support staff; phone tree, confusing, difficulty paying ambulance service bills.

- What is the effectiveness and efficiency of the critical services offered now and in the future?

## Internal Services

- Span of control for BCs, combination of administrative and operational assignments.

- Managing staffing.

- No centralized logistical program or vision.

- Consistent, predictable, logical, relevant training program.

- Storage/warehouse/office limitations.

- Improving and managing internal communication.

- Staffing levels, access to childcare, off-duty availability for overtime, call backs.

- Lack of capacity to manage additional emergency capacity (apparatus, sleeping facilities, staffing).

- Logistical delivery system needs improvement.

## External Communication

- Lack of a dedicated Communications Director/PIO.

- Lack of a dedicated Community Risk Reduction (CRR) Specialist.

- Not proactive in messaging to public.

- Struggling to tell the department's story, advertising about services, or needs.

- Tell the story for why controlled building inspections are important.

- Community doesn't know who we are or what we do.

- Not hosting/attending community meetings, town halls, neighborhood associations, community events.

- Communication with all members of the community (e.g., Spanish-speaking, etc.).

- How do we make data accessible to the community?

- Not capitalizing on the City of Bend's recognition.

## Professional Development and Well-being

- Overtasked training division.

- Not a good training program for chief-level officers.

- Lack of opportunities for developing people at their current rank.

- Lack of external training in Bend (maybe hosting training for surrounding).

- Lack of succession planning.

- Overall wellness program lacking; need of a wellness coordinator.

- Not centralized or organized wellness program.

- On-scene fire operations including fire investigation operators: Operational wellness, health and safety.

- Lack of training on performance appraisals.

- Cancer prevention practices need to be better prioritized; being in contaminated gear longer than should (practice/demands over policy).

- Lack of ability to utilize on-scene rehab.

- Appropriate accountability for performance.

## Long-term Sustainability

- Permanent tax rate/funding.

- Transport revenues, prevention fees.

- Missing grant opportunities.

- Lack of expertise, time, availability to sort through grant opportunities.

- What is the actual cost of providing transport services?

- Unsure of the value of the current Fire Med subscription service.

- Balancing/right-size run card responses (fire/EMS, mental health).

- Cost of living impact on recruitment and retention.

- Ensure strategic alignment with the Rural Board and the City.

- Lack of support staff for long-term sustainability.

- Missing recruitment opportunities (recruitment and retention planning and implementation challenges; not taking advantage of desirable location, AO link to FD, etc.).

# Strategic Plan Components

The cornerstone of the strategic plan for Bend Fire & Rescue comprises three essential components.

- Strategic Initiatives

- Outcome Statements

- Action Items

Drawing insights from inputs provided by citizens, the organization, the SWOC analysis, and the identification of critical issues and service gaps, the team will navigate through these four components to craft a comprehensive and actionable plan that will serve the organization for the next five years.

Identifying divisions or positions that will be responsible for the overall initiative, the goal, and/or the action item during this process will provide accountability for the process. Determining a rough time frame for completion is also helpful, however, AP Triton recommends that the specific target for completion be identified during the budget process. Each budget cycle, the action items that will be funded (time and money) can be reduced to a specific month targeted for completion during the fiscal cycle.

### Strategic Initiative
Specific initiatives are broad themes that group areas where there is both need and opportunity to improve service to the community. These initiatives provide a focus of organizational efforts with the pace of improvement determined by the time and resources provided over the term of the five-year strategic plan.

AP Triton recommends a manageable number of initiatives (Often only three to five) for the current plan, Additional initiatives that should be considered beyond the five-year plan are captured in the future considerations section of the plan.

### Outcome Statement
A concise and specific declaration that articulates the intended results or achievements of the strategic initiative. It provides clarity on the desired impact that are expected to occur as a result of implementing the initiative. There will be multiple outcome statements for each initiative.

Typically, outcomes are related to changes in:

- **Knowledge:** What people learn or know about a topic (e.g., developmental milestones for children, the impact of smoking on a child's health)

- **Attitudes:** How people feel toward a topic (e.g., attitudes toward parenting, attitudes toward alcohol and drug abuse)

- **Skills:** The development of skills (e.g., parenting skills, conflict resolution tactics)

- **Behaviors:** Changes in behavior (e.g., child maltreatment, child behavior problems)

### *Action Items*

Action Items help to define the steps or actions required to achieve a desired goal. They provide clarity and accountability, guiding efforts towards tangible results and ensuring alignment with overall strategic aims.

An Action Item is a specific statement which is *M*easurable, *Action-oriented*, *R*ealistic, and *T*ime-sensitive. If all action items under a goal are accomplished, the goal will have been accomplished.

Action items are identified at the start of the planning process then refined or evolved during each fiscal cycle of the budget process. During the budget process, the organization determines the pace at which the action items are completed. In addition, during the term of the strategic plan, additional action items can be added to capture the changing landscape.

# Section II:
# STRATEGIC PLAN

# Initiative 1—Service Delivery

**Initiative 1: Enhance Services Delivered to the Community**

**Outcome Statement:** Meeting or exceeding the demands of the community and our adopted metrics.

**Action Items:**

1. Implement a regular feedback survey from the community to maintain a greater awareness of the quality of service delivery.
   - **Responsible:** Deputy Chief of Administration
   - **Timeline:** FY2025

2. Conduct a Community Risk Assessment to understand current risks and plan for the future.
   - **Responsible:** Fire Marshal
   - **Timeline:** FY2027

3. Conduct a Standards of Cover (and station location) deployment analysis to determine current and desired performance standards.
   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2027

4. Perform an audit of current community partnerships to determine where BF&R can margin relationships to improve service.
   - **Responsible:** Deputy Chiefs
   - **Timeline:** FY2025

5. Evaluate current predictive analysis software and identify and select the best software moving forward.
   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2025

6. Review and improve community access to services and customer support.
   - **Responsible:** Fire Marshal
   - **Timeline:** FY2025

7. Review the current processes for road development and identify where it is appropriate for the department to engage.

- **Responsible:** Fire Marshal
- **Timeline:** FY2025

8. Review apparatus egress out of the stations onto the roadway.

- **Responsible:** Deputy Chief of Operations
- **Timeline:** FY2025

9. Identify the staffing/method necessary to complete all inspections and new construction reviews.

- **Responsible:** Fire Marshal
- **Timeline:** FY2025

10. Establish the pre-incident plan system to proactively plan for emergency events.

- **Responsible:** Fire Marshal
- **Timeline:** FY2026

# Initiative 2—Internal Services

**Initiative 2: Improve and/or Enhance Services Delivered Internally**

**Outcome Statement:** Meeting or exceeding the demands of our organization.

**Action Items:**

1.  Analyze Battalion Chiefs (Shift Commanders) workload to potentially redistribute administrative assignments.

    - **Responsible:** Deputy Chief of Operations
    - **Timeline:** FY2025

2.  Assess the logistical needs of the department to improve and streamline the current organization and distribution system.

    - **Responsible:** Deputy Chief of Administration
    - **Timeline:** FY2025

3.  Identify fire and rescue training workload and priorities to determine the delivery methodology and responsibilities to improve the quality and focus of the training program.

    - **Responsible:** Deputy Chief of Operations
    - **Timeline:** FY2025

4.  Identify EMS training workload and priorities to determine the delivery methodology and responsibilities to improve the quality and focus of the training program, including monthly delivery.

    - **Responsible:** Deputy Chief of EMS
    - **Timeline:** FY2025

5.  Update a training plan for Fire Prevention for onboarding new employees and career development/succession planning.

    - **Responsible:** Fire Marshal
    - **Timeline:** FY2025

6.  Assess the apparatus storage warehouse and office needs and develop a facilities needs report.

    - **Responsible:** Deputy Chief of Administration
    - **Timeline:** FY2025

7. Review method for capturing meeting minutes, their purpose, effectiveness, and distribution.
   - **Responsible:** Deputy Chief of Administration
   - **Timeline:** FY2025

8. Collaborate with the City to determine options for childcare to address department staffing needs.
   - **Responsible:** Fire Chief
   - **Timeline:** FY2025

9. Determine desired options for station alerting and develop a budget proposal for implementation.
   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2025

10. Determine desired options for radios and develop a budget proposal for replacement.
    - **Responsible:** Deputy Chief of Operations
    - **Timeline:** FY2025

11. Identify and prioritize options for station security.
    - **Responsible:** Deputy Chief of Administration
    - **Timeline:** FY2026

12. Organize resource and reference materials (information management).
    - **Responsible:** Deputy Chief of Administration
    - **Timeline:** FY2025

13. Conduct administrative and support staffing needs analysis.
    - **Responsible:** Fire Chief
    - **Timeline:** FY2025

# Initiative 3—External Communication

**Initiative 3: Establish Effective Methods to Communicate with the Community**

**Outcome Statement:** A well-informed community.

**Action Items:**

1. Create an overarching (i.e., operations, prevention, administrative) communications plan.
   - **Responsible:** TBD, future Communications Director/PIO
   - **Timeline:** FY2026

2. Identify community partnerships that would add value to the department's vision.
   - **Responsible:** TBD, future Communications Director/PIO
   - **Timeline:** FY2026

3. Develop a Community Risk Reduction (CRR) Program.
   - **Responsible:** Fire Marshal
   - **Timeline:** FY2027

4. Create an internal and external dashboard of operations and prevention performance metrics to increase department transparency.
   - **Responsible:** Fire Chief
   - **Timeline:** FY2025

5. Strategically utilize media platforms to communicate with the public messaging that is targeted, timely, and relevant.
   - **Responsible:** TBD, future Communications Director/PIO
   - **Timeline:** FY2026

6. Evaluate non-English language options for fire department messaging.
   - **Responsible:** TBD, future Communications Director/PIO
   - **Timeline:** FY2026

# Initiative 4—Professional Development and Well-being

**Initiative 4: Prioritize and Enhance the Professional Development and Well-being of Our People**

**Outcome Statement:** Engaged and healthy workforce.

**Action Items:**

1. Enhance the Operational Chief Officer development program.

   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2026

2. Establish an Executive Chief Officer development program.

   - **Responsible:** Fire Chief
   - **Timeline:** FY2026

3. Expand department-wide training for fireground strategies, tactics, and communications.

   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2026

4. Enhance supervision and leadership program.

   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2026

5. Review the options to bring external training sources into Bend for BF&R employees.

   - **Responsible:** Business Manager
   - **Timeline:** FY2025

6. Review the current Wellness Program, analyze responsibilities, and enhance the offerings.

   - **Responsible:** Deputy Chief of EMS
   - **Timeline:** FY2025

7. Review current cancer prevention policies and ensure they align with current practices in operations and prevention.

   - **Responsible:** Battalion Chief of Training
   - **Timeline:** FY2025

8. Create operational performance standards and a consistent and fair method to address deficiencies.

   - **Responsible:** Battalion Chief of Training
   - **Timeline:** FY2026

9. Evaluate resource management during major emergencies (work cycles, multiple alarms, and rehab supervision) to address firefighter safety on emergency incidents.

   - **Responsible:** Deputy Chief of Operations
   - **Timeline:** FY2025

# Initiative 5—Long-term Sustainability

**Initiative 5: Ensure the Long-term Sustainability of Bend Fire & Rescue**

**Outcome Statement:** Practices are in place that ensure a resilient and sustainable organization.

**Action Items:**

1. Seek sustainable funding options together with the City and Rural Fire Protection District #2 based on language in the new Intergovernmental Agreement (IGA).

   - **Responsible:** Fire Chief
   - **Timeline:** FY2027

2. Conduct an EMS fee study to identify the actual cost of EMS treatment and transport.

   - **Responsible:** Deputy Chief of EMS
   - **Timeline:** FY2026

3. Explore available and/or underutilized revenue streams (highway assist form, fireline fees, ambulance transport, cost recovery, grants) to optimize financial resources.

   - **Responsible:** Business Manager
   - **Timeline:** FY2025

4. Explore alternative response models (community paramedicine, mobile integrated health, etc.) to ensure the most appropriate resource is deployed for the specific need.

   - **Responsible:** Deputy Chief of EMS
   - **Timeline:** FY2027

5. Explore ways to expand recruitment methods to increase the quantity and quality of candidates.

   - **Responsible:** Deputy Chief of Administration
   - **Timeline:** FY2025

6. Prepare for the future necessity of Station 7.

   - **Responsible:** Fire Chief
   - **Timeline:** FY2028

7. Assess the impact of the cost of living on recruitment and retention.

- ▪ **Responsible:** Fire Chief
- ▪ **Timeline:** FY2027