

# Bend Fire & Rescue



# 2024 - 2029

## Strategic Plan





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# Letter from the Fire Chief

I am delighted to present Bend Fire & Rescue's inaugural strategic plan summary report, a milestone that marks a significant step forward in our commitment to transparency, accountability, and continuous improvement. We are grateful for the recent voter-approved local option levy renewal and rate increase, effective July 1, 2024, and take the community's trust seriously. With that in mind, creating a strategic plan seemed like the best next step.

Facilitated by AP Triton, our strategic planning process was designed to be inclusive and impactful. We formed a Strategic Planning Committee with representatives from various sections of the organization, meeting monthly to gather information and conduct surveys with both the public and organizational members. An evening session was held for the public to present survey results and discuss the strengths, weaknesses, opportunities, and challenges for Bend Fire & Rescue. The committee then met for two and a half days to review data, update our mission, vision, and values, and conduct a comprehensive analysis. Critical issues and service gaps were identified to develop strategic initiatives and action items. The plan will be reviewed and updated annually, with a final review in the fourth year to develop the next strategic plan.

The initiatives described in this strategic plan summary were selected with careful consideration, and are focused on service delivery, internal services, external communication, professional development and well-being, and long-term sustainability. While we don't know with certainty what the future will bring us, we hope to complete the action items identified for each initiative over the next five years.

The primary purpose of the report is to engage and inform, fostering a culture of transparency, communication, and accountability within our community. The strategic plan is designed to empower our department to make informed decisions, drive positive change, and contribute to our collective success. The full report can be found online at [www.bendoregon.gov/fire](http://www.bendoregon.gov/fire).

I am grateful for the commitment to excellence that we have at Bend Fire & Rescue. We provide excellent service to the community that we all should be proud of. With the goal of continuous improvement at the forefront, we will not shy away from looking inward and making any necessary adjustments. I hope you'll join us in the process.

*Todd Riley, Fire Chief*





# Initiative 1 - Service Delivery

## Enhance Services Delivered to the Community



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

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### ACTION ITEMS:

1. Implement a regular feedback survey from the community to maintain a greater awareness of the quality of service delivery.
2. Conduct a Community Risk Assessment to understand current risks and plan for the future.
3. Conduct a Standards of Cover (and station location) deployment analysis to determine current and desired performance standards.
4. Conduct an audit of current community partnerships to identify opportunities for strengthening relationships, improving services, and enhancing community access to service.
5. Evaluate current predictive analysis software and identify a more advanced solution to enhance forecasting capabilities, optimize resource allocation, improve decision-making, and ensure efficient deployment of assets.
6. Review the current processes for road development and identify where it is appropriate for the department to engage.



## Initiative 1 - Service Delivery, continued

7. Review apparatus egress out of the stations onto the roadway.
8. Identify the staffing/method necessary to complete all inspections and new construction reviews.
9. Establish a pre-incident plan system to proactively plan for emergency events.
10. Assess and improve the customer service experience, including community ease of access to department services.



# Initiative 2 - Internal Services

## Improve and/or Enhance Services Delivered Internally



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

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### ACTION ITEMS:

1. Analyze Battalion Chiefs (Shift Commanders) workload to potentially redistribute administrative assignments.
2. Assess the logistical needs of the department to improve and streamline the current organization and distribution system.
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.
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.
5. Update a training plan for Fire Prevention for onboarding new employees, career development, and succession planning.
6. Assess the department's needs for apparatus storage, warehouse, and office space.



## Initiative 2 - Internal Services, continued

7. Assess the current communication methods, including meeting minutes, emails, and other internal communications, to ensure they effectively support and enhance overall organizational communication needs.
8. Work with the City to explore solutions to challenges that affect staffing and identify strategies to enhance recruitment, retention, and succession planning.
9. Identify and evaluate advanced technology options for station alerting systems and develop a comprehensive budget proposal for their implementation.
10. Determine desired options for radios and develop a budget proposal for replacement.
11. Explore and evaluate advanced technological solutions for improving station security.
12. Organize resource and reference materials (information management).
13. Conduct administrative and support staffing needs analysis.



# Initiative 3 - External Communication

## Establish Effective Methods to Communicate with the Community



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

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### ACTION ITEMS:

1. Create an overarching (i.e., operations, prevention, administrative) communications plan.
2. Strengthen existing community partnerships and identify communication gaps to ensure the public is well-informed.
3. Develop a Community Risk Reduction Program.
4. Create an internal and external dashboard of operations and prevention performance metrics to increase department transparency.
5. Strategically utilize media platforms to communicate with the public messaging that is targeted, timely, and relevant.
6. Evaluate non-English language options for fire department messaging.





# Initiative 4 - Employee Well-Being

## Prioritize and Enhance the Professional Development and Well-Being of Our People



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

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### ACTION ITEMS:

1. Enhance the Operational Chief Officer development program.
2. Establish an Executive Chief Officer development program.
3. Expand department-wide training for fireground strategies, tactics, and communications.
4. Enhance the Officer Development Program by adding supervision, leadership, and management curriculum.
5. Assess barriers associated with bringing in external training and education opportunities for department training.
6. Review the employee Wellness Program, analyze responsibilities, and enhance the offerings.
7. Review current cancer prevention policies and ensure they align with current practices in operations and prevention.
8. Create operational performance standards and a consistent method to address deficiencies.
9. Evaluate resource management during major emergencies (work cycles, multiple alarms, and rehab supervision) to address firefighter safety on emergency incidents.





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# Initiative 5 - Long-Term Sustainability

## Ensure the Long-Term Sustainability of Bend Fire & Rescue



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

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### 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).
2. Conduct an EMS fee study to identify the actual cost of EMS treatment and transport and evaluate future revenue impact.
3. Explore available and/or underutilized revenue streams (highway assist form, fireline fees, ambulance transport, cost recovery, grants) to optimize financial resources.
4. Explore alternative EMS response models (community paramedicine, mobile integrated health, etc.) to ensure the most appropriate resource is deployed for the specific need.
5. Evaluate trends in community growth and call volume to ensure that the department expands adequately to meet the community needs.
6. Continuously research and evaluate emerging technologies that could improve operational efficiency, resource management, and environmental sustainability within the department.





#### Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print, electronic formats, etc., please contact Betsy Tucker at [btucker@bendoregon.gov](mailto:btucker@bendoregon.gov) or 541-322-6313. Relay Users Dial 7-1-1.

