



**BAINBRIDGE ISLAND FIRE DEPARTMENT**

**2019-2024 *Strategic Plan***

## LETTER FROM THE FIRE CHIEF



On behalf of the members of the Bainbridge Island Fire Department, I am pleased to present the 2019-2024 Strategic Plan. This is the second update to the original [2010-2019 Strategic Plan](#).

Since the adoption of the original plan, the level of service to our community and the safety for our members has progressed tremendously.

In 2019, all three fire stations on our Island will be staffed and the fire station replacement project will have been completed. The significant staffing goals and targeted improvements for service delivery for the community, as outlined in the [original Strategic Plan](#), will have been achieved.

Due to these accomplishments, the new planning direction will shift to more of a sustainability focus. The Department will always strive to make improvements both now and in the future, however, substantial requests for additional staffing or facilities is not anticipated.

I would like to thank the Bainbridge Island community, Board of Fire Commissioners and Department members who participated in the strategic planning process. Your dedication and support has enabled the Department to be successful in providing outstanding prevention, education, and emergency response to those who live, work and visit Bainbridge Island.

A handwritten signature in black ink, appearing to read "Hank Teran".

Hank Teran  
Fire Chief  
Bainbridge Island Fire Department

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## INTRODUCTION

# 1

### MISSION STATEMENT

*“Safeguarding lives, property and the environment through prevention, education and emergency response.”*

### INTRODUCTION

This Strategic Plan proactively looks into the future and provides a blueprint to guide the Bainbridge Island Fire Department over the next five years. Many of the major goals set forth in the original Strategic Plan have been accomplished. The following pages identify areas of priority for the Department and provides recommendations for actions to be taken during this five-year plan.

#### **ORIGINAL STRATEGIC PLAN 2010-2019:**

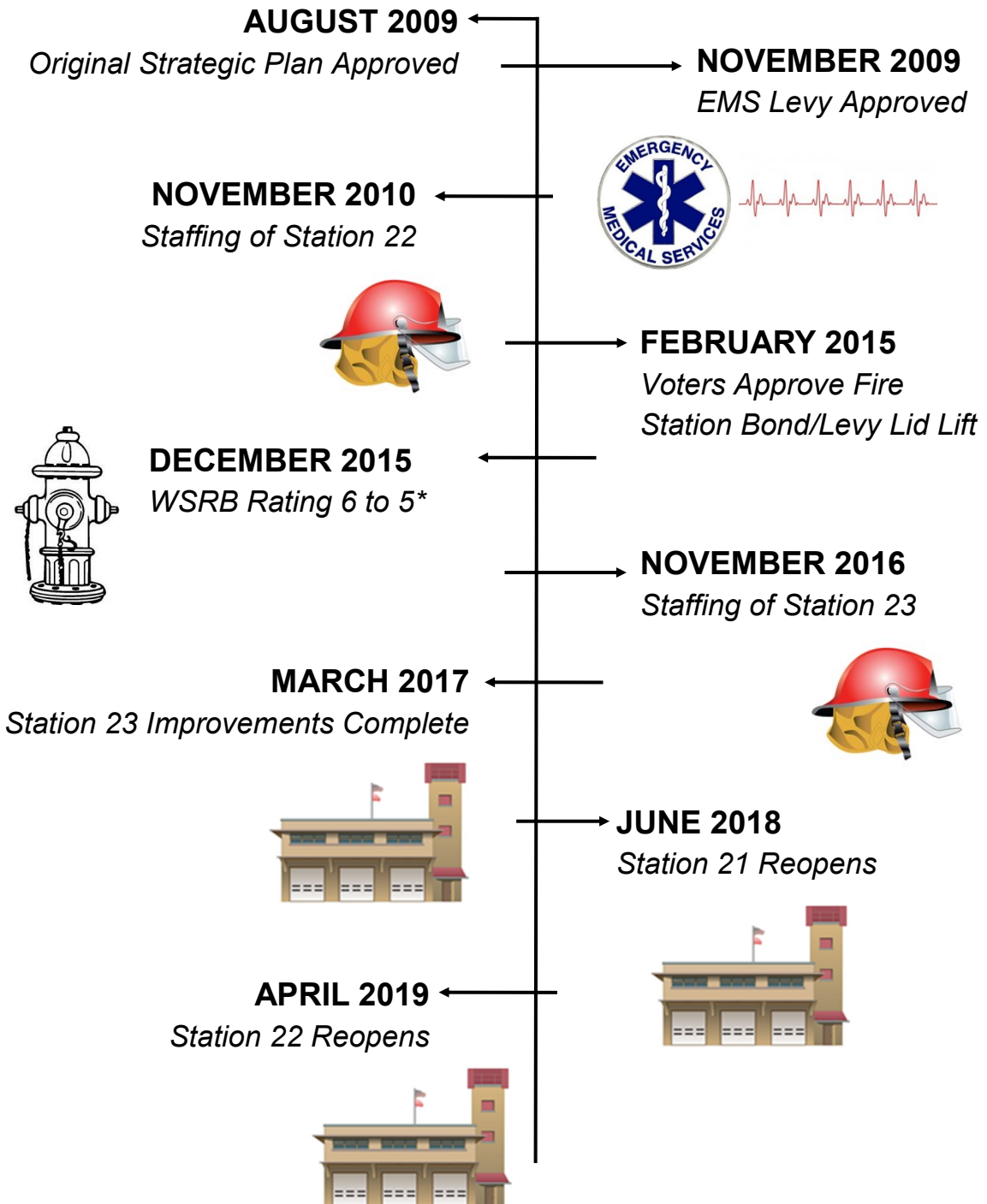
Prior to looking forward to the next five years, it is instructive to look back over the span of the [first Strategic Plan, 2010-2019](#). The original plan identified 16 Strategic Priorities, many of which have been accomplished or exceeded. Highlights are shown in the timeline on the opposing page.

In 2009 when the [original Strategic Plan](#) was developed, minimum staffing was four personnel with deployment exclusively out of Station 21, but research indicated a demand for increased staffing. In meeting that demand, by mid-year 2019, all three stations will be open and staffed full-time by 12 personnel per shift with a minimum of nine personnel on duty each day. Total response staff has more than doubled in the past decade. Station 21 and Station 22 are new facilities, built for a 50-year lifespan. Station 23 has been expanded and improved to last for the next several decades.

The Bainbridge Island Fire Department has significantly evolved since 2010. The next five years offer a period for the Department to adjust and mature while continuing to be a leader in the fire service. It is a very exciting time for the Department because the vision of the original Strategic Plan has been realized.

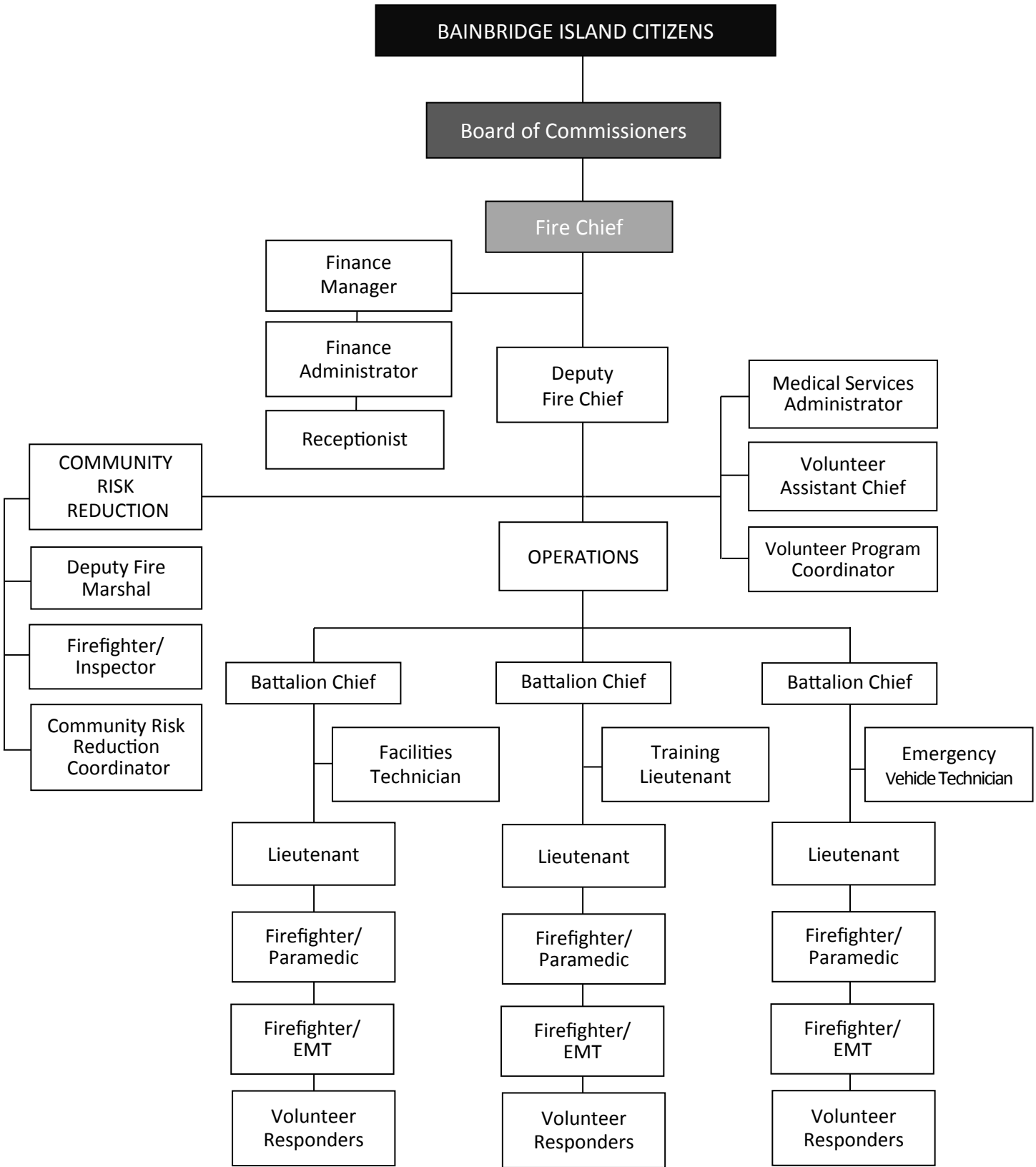
This Strategic Plan has been developed with input from Bainbridge Island residents, the Board of Fire Commissioners, career, volunteer and administrative staff, as well as the Department’s management team. It reflects the vision of the Department in its quest to fulfill its mission and to provide outstanding service to our community.

# TEN YEARS IN REVIEW



\* Factors into improved homeowners insurance rates.

# ORGANIZATIONAL CHART



## LEVEL OF SERVICE

Bainbridge Island Fire Department is staffed by 12 personnel per shift with a minimum of nine personnel on duty each day. The Department will be operating out of all three stations fulltime in 2019. The growth of the Department over the past decade has been dramatic. The next five years will be a period of adjusting the Department's level of service to the community and evaluating the need for future long-term growth.

# 2

### **Guiding Principle:**

Patient care is the Department's top priority, from initial response to final call disposition, including transport to the hospital if necessary.

### **Emergency Medical Services**

70% of all the Department responses are for emergency medical calls. To facilitate these calls, all of our responding staff are qualified at the Emergency Medical Technician (EMT) level. In addition, the Department currently has seven Firefighter/Paramedics (FF/PM) and will have eight by 2019. In order to provide the best EMS service to the community, several strategic goals have been identified for the efficient delivery of service.

#### **Medical Services Officer**

The inclusion of an MSO as part of staff was identified in the [original Strategic Plan](#). Due to budget constraints, this position was put on hold until 2018. The Department has hired a part-time Medical Services Administrator (MSA) to evaluate the role, duties and expertise required to create this full-time position. Managing the EMS response program is vital, as the Department's FF/PM and Firefighter/EMT (FF/EMT) ranks have grown. Overseeing compliance with County and State regulations as well as handling the day-to-day duties of the program is a top priority. It is expected that a fulltime MSO will be part of staff by the end of this Strategic Plan period, and will likely hold an officer's rank.

#### **Staffing for BLS Transports**

The Department began transporting the majority of basic life support (BLS) calls at the end of January 2018. The evaluation of BLS transport data and its effect on the ongoing staffing levels for the Department is continuing. The Department will establish thresholds and make recommendations for adjustments to staffing levels during the term of this plan.

#### **Paramedic Staffing**

Two paramedics on every advanced life support (ALS) call ensures the best quality of care for patients. Adjusting minimum staffing from one to two FF/PMs on shift each day will accomplish this for the majority of ALS calls. Concurrent calls may not allow for two FF/PMs on all ALS calls. The Department will consider options to change FF/PM minimum staffing. Options include, but are not limited to, training one more FF/EMT to the Paramedic level, staffing with overtime, or redeploying two of the eight medics on a rotational basis, to cover shifts with only one medic scheduled. The impact to skills maintenance and critical patient exposure will be evaluated when considering changes to FF/PM staffing.

### **Guiding Principle:**

The Department has qualified members to promote from within.

### **Career Succession Planning**

Succession planning among career staff has been identified as an important priority for the Department. Current succession planning activities include the ability to “act” in a rank above, and promotional preparation including training and educational opportunities. Recommendations to enhance succession planning at the Department include:

- Development of supporting documentation outlining the Department’s succession planning strategy.
- Adjusting promotion requirements to allow a path for promotion for Paramedics.
- Allowing all officers the ability to promote to Deputy Chief.
- Actively mentor members on the promotional pathway.

### **Firefighter/EMT Hiring**

As the Department adheres to the principle of promoting from within, this creates hiring opportunities at the FF/EMT level. Historically, the Department has held testing processes to establish hiring lists. Interviews are then conducted to fill openings that are available. The current economic climate has challenged the Department to find qualified applicants as a result of a shrinking applicant pool. In order to meet its staffing needs, the Department has, and will continue the practice of hiring entry level and lateral Firefighter/EMTs.

### **Administrative Staffing**

Administrative support is an important component of the Department’s ability to deliver service to the community. The Department has grown significantly over the past 10 years, nearly doubling in total staff size from 29.3 FTE in 2010 to 47.5 FTE in 2019. Over that same time period, administrative staffing has actually decreased from 4.3 FTE in 2010 to 3 FTE in 2019. Administrative staffing includes business and administrative support positions only. The increase in total staffing has added significant workload to the administrative staff in the areas of human resource management, payroll management and general administrative support. A priority during the lifespan of this Strategic Plan is the evaluation of administrative workload to determine if an increase in administrative staffing is justified.

### **Guiding Principle:**

The Department is committed to ensuring a safe and effective response force for fire suppression, emergency medical services and specialty response situations.

### **Standard of Response Coverage**

The Department is required to establish performance measures for service delivery objectives. This involves a review of service levels and deployment of resources. The Department currently establishes these levels through a Policy & Procedure. Industry best practice involves a more structured and thorough assessment and evaluation of these metrics. Development of a Standard of Cover document is the principle method to convey this information and is planned to be completed during this Strategic Planning period.



## Guiding Principle:

Volunteer Staff provide personnel to supplement staffing at all three stations.

## Volunteer Program

The nature of the volunteer firefighter model has changed dramatically over the past decade both on Bainbridge Island and throughout the nation. The Department's experience over the past 10 years indicates that volunteers are primarily (97%) looking for careers in the fire service. The following table presents a demographic snapshot of the Department's volunteer participation since 2010.

Volunteer Program Participation 2010 – 2018	
Total number of recruits	78
Average number of years with the Department	1.7
Average age of recruits	28
Number of Bainbridge residents	30
Number hired by the Department	8
Number hired by another Department	17
Number left the Department for other reasons	32

In order to make the volunteer program more robust and more suited to our response needs, the Department will:

- Consider mandating a minimum number of shifts per month for all volunteer responders. This could include shifts of up to 24 hours.
- Evaluate different levels of qualifications in the volunteer program such as:
  - ⇒ Continued recruitment of volunteer FF/EMTs.
  - ⇒ Expand recruitment of volunteer EMTs.
  - ⇒ Explore the viability of exterior-only volunteer Firefighters/EMTs.
  - ⇒ Explore the viability of other volunteer classifications (disaster reserves, etc.).
- Allow recruit volunteers who are qualified as EMTs to enter the Department quarterly.
- Actively market the Candidate Program to provide for more predictable coverage.

With three stations open and staffed fulltime, the need for volunteers to supplement the Department response model becomes even more important. The Department is committed to remaining a combination department, but in order to do that, new and innovative ideas for the volunteer program must be considered. The next five years will be an important period of evaluation and evolution for the volunteer program.

## STRATEGIC GOALS SUMMARY

- Add a Medical Services Officer (MSO) to staff as identified in the previous Strategic Plan.
- Establish thresholds and make recommendations for adjustments to staffing levels for BLS transports during the term of this plan.
- Adjust minimum staffing to two FF/PMs per shift.
- Develop the Department's succession plan.
- Evaluate administrative workload for staffing recommendations.
- Develop a *Standard of Cover* guideline to define future response performance objectives.
- Evaluate volunteer program structure.

## COMMUNITY RISK REDUCTION

# 3

### Guiding Principle:

The Department strives to be a leader in Community Risk Reduction and emergency preparedness through education and public outreach.



Community Risk Reduction (CRR) has become a primary focus within the fire service and is a primary focus for the Bainbridge Island Fire Department. Vision 20/20, a national and collaborative prevention effort hosted by the Institution of Fire Engineers, defines community risk reduction as:

***“The identification and prioritization of risks followed by the coordinated application of resources to minimize the probability or occurrence and/or the impact of unfortunate events.”***

The Department is responsible for promoting community risk reduction in a number of areas serving groups of all ages, including: fire prevention activities such as plan reviews, construction inspections, and annual business inspections; community related education opportunities; social media platforms; and numerous public events throughout the year. To enhance our CRR program, the Department will:

- Conduct a formal risk analysis of Bainbridge Island to define priorities and needs.
- Be more proactive in the dissemination of information.
- Produce informational pamphlets to distribute on response calls if circumstances allow.
- Consider a branding campaign to raise awareness within the community.
- Re-evaluate the Department’s community outreach programs; provide more educational information about specific community related risk reduction programs.

Currently, the Deputy Chief oversees the Department’s Community Risk Reduction program and manages CRR staff including:

- Deputy Fire Marshal – plan reviews and fire code enforcement
- FF/Inspector – business and site inspections
- Community Risk Reduction Coordinator – Department CRR related public outreach activities

The Department will evaluate whether day-to-day management of this program should be the responsibility of a shift Battalion Chief. CRR efforts will be coordinated with the City of Bainbridge Island, the lead agency for emergency preparedness activities on the Island, and other relevant government agencies. The Department is committed to help mitigate risk on Bainbridge Island to prevent or reduce the severity of impacts of emergencies to residents, workers and visitors.

## STRATEGIC GOALS SUMMARY

- Conduct a formal risk analysis of Bainbridge Island.
- Develop and implement programs to mitigate identified risks.
- Evaluate CRR reporting relationships.

## 4

**Guiding Principle:**

Foster a culture where individuals are empowered to value their own safety and that of their peers, recognizing that the fire service is a profession where risk cannot be eliminated, but can be managed.

Bainbridge Island Fire Department emphasizes safety in all of its activities. Staff recognizes that the Department has made good strides in the past five years in managing risk with its employees but there are areas for improvement. There is an active Health & Wellness program that provides the opportunity for staff to develop a health and fitness program tailored to each individual's needs. The Department has provided resources to upgrade its fitness equipment and strongly encourages staff to seek guidance from peer fitness trainers to improve their general physical fitness.

The Department also acknowledges that the safety of its staff is not just restricted to one's physical fitness but also extends to mental health and emotional well-being. Over the next five years, a top priority of the Health & Wellness program is addressing mental health concerns.

To address mental health issues, the Department will develop a succession plan for the current Critical Incident Stress Management team leader as well as provide more resources for peer counselling. Peer to peer "identification training" that teaches one how to recognize warning signs among your peers should also be made available.

The Department will continue to develop an active program to promote the emotional well-being of the entire membership, acknowledging the personal nature and complexities of mental health issues.

**STRATEGIC GOALS SUMMARY**

- Develop a program to address mental health for Department members.

## TRAINING

# 5

### Guiding Principle:

The Department and its members strive to be fire service leaders in training and job proficiency and are committed to providing the resources necessary to achieve that goal.



The Fire Department can be called to respond to anything, anytime, anywhere. There are a number of core ideals that define the Department's training program:

- You must maintain your proficiency at all skill levels.
- You must be prepared to respond for any situation.
- You must be able to work as a member of a team.
- Communication is paramount.
- "Minimum" is not part of our training program vocabulary.

**Career Development Programs:** Steps to achieve these ideals include implementation of a "career development program" for all ranks. The Department will develop a list of requirements for each position. The Department will formalize the Officer Development program by defining qualifications for promotion, provide "acting" opportunities (including Deputy Chief), education and necessary training.

**Training Facility Master Plan:** Develop a training facility master plan that analyzes the current state of the Station 23 training facility including the training tower, the surrounding parking lot, and the potential use of the former resident quarters as a training prop. Evaluate the current training Policies & Procedures and develop a training manual that encompasses all hazards.

**Partnerships:** Continue to seek out and utilize training opportunities with Poulsbo and North Kitsap Fire Districts (Tri-District), not only for cost savings, but also to allow staff from the neighboring districts to become familiar with each other in the event of mutual aid calls.

**Volunteer Training:** A priority for the training department over the next five years is a complete evaluation of the current volunteer training program. Several important questions have been identified that require further analysis:

- Is Tuesday night drill still an effective method to deliver training to volunteer staff?
- Is the in-house academy for new volunteer recruits sustainable for staff?
- Would a mentor program for volunteers be successful?
- What would a cost/benefit analysis of volunteer training indicate given the short tenure of many volunteers?



Training remains a high priority for the Bainbridge Island Fire Department. With all three stations open and shifts fully staffed, the next five years will provide an excellent opportunity to evaluate all aspects of the Department's training program.

## STRATEGIC GOALS SUMMARY

- Implement a career development program.
- Develop a training facility master plan.
- Continue to utilize Tri-District training partnerships.
- Evaluate the current volunteer training program.



## FACILITIES & EQUIPMENT

# 6

### **Guiding Principle:**

Provide state of the art facilities and equipment to facilitate the successful delivery of the Department's mission for the Bainbridge Island community.



### **Equipment**

The Department continues to maintain an up-to-date fire apparatus replacement schedule. The Department has taken steps over the span of the previous Strategic Plan to align the size and type of its fleet to changing response needs. A focus over the next five years is replacement planning and funding. The Department will also evaluate options for future fleet maintenance due to an anticipated staff retirement.

### **Facilities**

In 2015, Bainbridge Island voters approved a \$16,000,000 bond authorization to replace Station 21 and Station 22 and to make improvements to Station 23. All three stations will be open and staffed beginning in 2019. It is highly unlikely that any of these buildings will need significant capital improvement for many decades. The Department is grateful to the Bainbridge Island community for providing the support for the capital facilities project.

During the construction process, a number of items were eliminated due to budget constraints. However, the stations were constructed so that adding the eliminated items in the future would be relatively easy. These include:



### **STATION 21**

- Installation of patio canopy
- Installation of additional roll up doors
- Use of solar panels
- Metal roof upgrade at replacement
- Perimeter fencing & other security measures

### **STATION 22**

- Perimeter fencing & other security measures

### **STATION 23**

- Driveway improvements for the approach of the ladder truck
- Perimeter fencing & other security measures
- Training facility master plan by the end of 2020

In order to appropriately maintain our new facilities, the Department will develop a comprehensive maintenance calendar. The Department will also evaluate the Tri-District Interlocal Agreement (ILA) for shared facilities maintenance personnel, to determine if this best suits the Department's ongoing facility maintenance needs.

### **STRATEGIC GOALS SUMMARY**

- Evaluate and update the current apparatus replacement schedule as needed.
- Evaluate options for fleet maintenance.
- Develop and implement a comprehensive, preventative maintenance program for all facilities.
- Prioritize and budget for additional facility options.

## INFORMATION TECHNOLOGY

# 7

### Guiding Principle:

Be proactive in our approach to information technologies.



Information technologies (IT) have become an integral and indispensable component of the Department's daily activities, so much so that it is important to prioritize IT in all future planning. Today, the Department uses technology for many applications: incident responses, fire inspections, hydrant inspections, public outreach, training, emergency preparedness, etc. IT permeates every facet of the Department's mission.

The past 10 years have seen tremendous change in the way the Department responds to calls, processes incidents, communicates with its partner organizations and completes the reports detailing each event. Gone are the days of manually handwriting medical incident reports (MIRs). Reporting of incident responses now include real time entering of data and transmitting that data immediately to destination hospitals to facilitate faster and more complete information regarding patient care.

The evolution of cellular technology has changed communications dramatically. A recent move to a federally sponsored cellular network providing first responders with priority connectivity during an emergency, will assist with the Department's ability to communicate during Island or area wide emergencies and/or power outages.

The Department will develop a strategy to consolidate hardware and software for efficiency wherever possible, and will plan for the addition of new equipment by establishing a replacement schedule for existing hardware. The Department strives to be on the forefront of industry emerging technologies as our IT needs become more complex and advanced over the next five years.

## STRATEGIC GOALS SUMMARY

- Develop a comprehensive Department IT plan.
- Establish an IT equipment replacement schedule.
- Maintain cyber security with all electronic communications.





**Guiding Principle:**

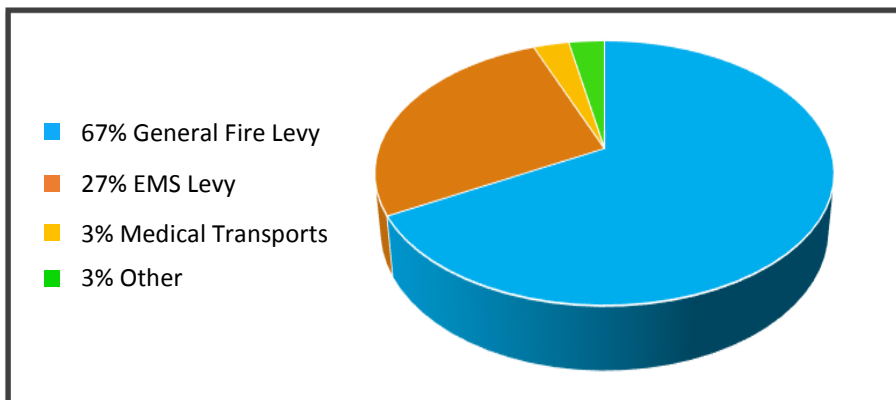
Remain good stewards of the public’s money.

The Department has undergone significant growth over the past ten years. The opening and staffing of all three fire stations has been the primary factor in the growth of the Department’s operating budget. In 2018, the operating budget was \$9 million, nearly double the operating budget in 2009. Over the next five years, the operating budget is projected to increase another 20% to approximately \$11 million. The challenge moving into the future is to develop a financial plan that appropriately meets the Department’s operational needs without over burdening the local taxpayer.

The Department maintains a 10-year financial planning model that allows for expense and revenue projections well into the future and provides a financial blueprint used for all budgeting requests and calculations. The Department’s practice continues to be transparent and accountable to the public regarding the financing of the Department’s entire operation.

**Operating Budget Sources Of Funding**

Historically, the vast majority of the Department’s revenue has come from property taxes levied on residents of Bainbridge Island. In 2018, the revenue streams and associated percentage of total revenue were :



**General Fire Levy:** Fire districts in Washington State are allowed to levy approved taxes to a maximum of \$1.50 per \$1,000 of assessed property value. In 2018, the Department’s General Fire Levy rate was \$0.85, the lowest in Kitsap County (table page 17). This rate is expected to continue to fall as the tax assessed valuation on Bainbridge Island rises over the next several years.

**EMS Levy:** In addition to the General Fire Levy, fire districts are allowed to levy approved taxes to a maximum of \$0.50 per \$1,000 of assessed property value for Emergency Medical Services (EMS). In 2018, The Department’s EMS Levy rate was \$0.35, also the lowest in Kitsap County. This rate is also expected to fall over the next several years as tax assessed valuation on Bainbridge Island continues to rise.

**2018 KITSAP COUNTY FIRE TAX RATES**

	<b>BIFD</b>	<b>CKF&amp;R</b>	<b>NKF&amp;R</b>	<b>PFD</b>	<b>SKF&amp;R</b>
Tax Assessed Value	\$7,542,154,879	\$8,501,051,423	\$3,064,859,297	\$3,963,019,060	\$7,906,504,248
General Fire Levy	\$ 0.85	\$ 1.32	\$ 1.33	\$ 1.35	\$ 1.49
EMS Levy	\$ 0.35	\$ 0.43	\$ 0.42	\$ 0.43	\$ 0.44
<b>TOTAL</b>	<b>\$ 1.20</b>	<b>\$ 1.75</b>	<b>\$ 1.75</b>	<b>\$ 1.78</b>	<b>\$ 1.93</b>

In 2009, the Department asked voters to approve a new EMS Levy for \$0.40. This request was for a 10-year levy, expiring on December 31, 2019. It was the first time the Department asked voters to approve a levy for EMS services, and at that time, the Department was the only Kitsap County Fire District without one. Voters approved the levy request and taxes were collected beginning in 2010.

As noted above, funding from the EMS Levy represented 27% of projected Department revenue in 2018. With the expiration of the EMS Levy at the end of 2019, the top funding priority for the Department is to seek renewal of the EMS levy in 2019. The percentage of Department revenue generated by the EMS Levy is such that it cannot practically be replaced by other sources. In addition to renewing this revenue source, the Department will ask voters to make the EMS Levy permanent, thereby removing the inherent liability that a temporary (10-year) levy puts upon the Department.

**Voter Input:** Statutorily, fire districts are only allowed to increase their levy rates by 1% annually without approval of voters. As stated above, the general fire levy rate is capped at a maximum of \$1.50 per \$1,000 of assessed value. The EMS levy is capped at \$0.50 per \$1,000 of assessed value. The challenge that these two statutory limits place on fire districts is that inflationary costs for expenses often exceed the 1% limit allowed on the increase in levy rates. The end result in times of inflation is expenses will exceed projected revenue. This forces fire districts to periodically have to ask voters to increase, or “reset” their levy rates to compensate for inflation.

The Department faces that situation in 2019. As a result of the 10-year EMS Levy ending in December, 2019, the Department must ask voters for renewal of this key funding source. In order to keep up with inflation and to provide for a sustainable level of funding looking 10 years in the future, the Department recommends “resetting” the EMS Levy rate to \$0.40. This is an increase of \$0.05 per \$1,000 of assessed property value or \$5.00 per year for each \$100,000 valued home.

<u>Home Value</u>	<u>Additional Annual Tax</u>
• \$ 100,000	\$ 5.00
• \$ 500,000	\$ 25.00
• \$ 750,000	\$ 37.50
• \$1,000,000	\$ 50.00

**Transport Income:** In 2013, the Department began billing insurance companies for medical transports. The Department does not bill patients directly. Over the past five years, the Department has collected approximately \$250,000 annually in revenue from primarily Advanced Life Support (ALS) transports (3% of total revenue in 2018). Basic Life Support (BLS) transports were mostly contracted to 3<sup>rd</sup> party vendors. In 2018, the Board of Commissioners approved a change in service that directed the Department to complete all BLS and ALS transports when staffing allows. This should provide approximately \$200,000 annually in additional revenue for the Department.

**Other Income:** The Department realizes approximately 3% of its revenue from a number of smaller sources including: fire prevention contracts with the City of Bainbridge Island, Washington State Ferries, and Bainbridge Island School District; wildland fire deployment reimbursements from the State of Washington; several small grants; and interest on fund balances. These sources of revenue are not expected to change significantly over the next five years.

### **Capital Budget Sources of Funding**

Funding for capital projects is derived from four primary sources:

- Revenue transferred and saved from operational tax levies.
- A voter approved levy “lid lift” with new revenue earmarked for capital expenditures.
- Voter approved bond financing.
- Non-voter approved financing, such as a bond, lease, or private financing.

Currently, the Department is funding capital projects with a voter approved bond for the fire station rebuild project, and by transferring funds from operational levies and saving those resources for identified uses in the future. Past practice has been for the Department to set aside funds annually to address future capital purchases such as apparatus and other equipment.

The Department will maintain the practice of saving for future capital purchases such as apparatus and equipment. In years when the capital replacement funding required is too great to practically save for, the Department will consider alternative sources of funding, such as financing options through the Washington State “LOCAL” program or apparatus leasing options.

If the Department determines that a significant amount of funding is required to meet its capital goals, a voter approved “lid lift” may be considered, as was done in 2006. This option should be a last resort, but should be fully considered if the need warrants voter approval. Department cash flow will be carefully evaluated and considered in advance of any funding decision for capital purchases. The Department does not expect to ask voters to approve funding of any capital projects during the next five years.

### **STRATEGIC GOALS SUMMARY**

- Provide sustainable funding and responsible spending for all Department operations.
- Renew the EMS levy in 2019 at \$0.40.
- Fund future capital purchases with funds saved from operational levies.

## COMMUNITY ENGAGEMENT

# 9

### Guiding Principle:

To continue to serve as a leader on Bainbridge Island by communication and engagement.

The Bainbridge Island Fire Department has been serving our community since 1942. It is an integral member of the community and intends to remain that way for decades to come. Over the years, the Department has participated in countless engagements with the community, such as:

- The annual Pancake Breakfast and fire truck rides
- Fire Prevention Week
- Community CPR classes
- Twice monthly open public Board of Commissioner meetings
- Partnership with the School District
- Public Outreach meetings for strategic planning
- Member of the Inter-governmental Working Group
- National Night Out
- Three Days of Preparedness
- Emergency Preparedness functions with residents
- Emergency Preparedness functions with partner agencies
- Fun Fair
- 4<sup>th</sup> of July Parade and booth
- Annual Holiday Truck activities
- Taste of Lynwood
- Map Your Neighborhood meetings

These programs will continue to be evaluated and adapted to remain relevant and valuable to the community we serve. The Department will remain an advocate for Island-wide issues as they pertain to safety, and is looking forward to addressing the Strategic Goals outlined in this Plan and any future challenges facing our community.



# 2019 - 2024 STRATEGIC GOALS

## Level of Service

- Add a Medical Services Officer (MSO) to staff as identified in the previous Strategic Plan.
- Establish thresholds and make recommendations for adjustments to staffing levels for BLS transports during the term of this plan.
- Adjust minimum staffing to two FF/PMs per shift.
- Develop the Department's succession plan.
- Evaluate administrative workload for staffing recommendations.
- Develop a *Standard of Cover* guideline to define future response performance objectives.
- Evaluate volunteer program structure.

## Community Risk Reduction

- Conduct a formal risk analysis of Bainbridge Island.
- Develop and implement programs to mitigate identified risks.
- Evaluate CRR reporting relationships.

## Safety

- Develop a program to address mental health for Department members.

## Training

- Implement a career development program.
- Develop a training facility master plan.
- Continue to utilize Tri-District training partnerships.
- Evaluate the current volunteer training program.

## Facilities & Equipment

- Evaluate and update the current apparatus replacement schedule as needed.
- Evaluate options for fleet maintenance.
- Develop and implement a comprehensive, preventative maintenance program for all facilities.
- Prioritize and budget for additional facility options.

## Information Technology

- Develop a comprehensive Department IT plan.
- Establish an IT equipment replacement schedule.
- Maintain cyber security with all electronic communications.

## Finance

- Provide sustainable funding and responsible spending for all Department operations.
- Renew the EMS levy in 2019 at \$0.40.
- Fund future capital purchases with funds saved from operational levies.

# BIFD AT-A-GLANCE



**70%**

Duty Staffing  
increase  
since  
2010

**75%**

Paramedic  
Staffing  
increase since  
2010

**11,000**

Hours of training were  
completed in 2017

## CALL VOLUME CONTINUES TO INCREASE

Calls for service increased to over 3,100 in 2017- a 16% increase since 2010

**1**

Out of

**50**

transported  
patients are  
airlifted

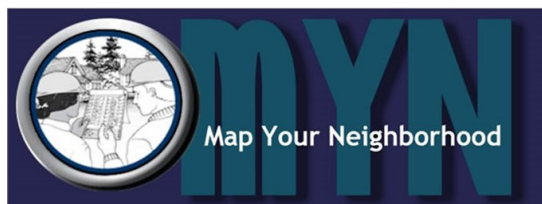


BIFD personnel have  
trained over 6500 people  
the life-saving skill  
of CPR



**200**

Map Your Neighborhood  
presentations have been  
delivered since 2015



**2017**

Marked the 75th  
year of service to  
the community



Fire Marshal's Office  
Inspections



**202%**

Increase since 2010

## 2019 BOARD OF COMMISSIONERS

Elected by the Island's citizens, the Board of Commissioners is responsible for governing the operations of the Bainbridge Island Fire Department. The Board is responsible for determining the levels of service and establishing the goals for the Department. It also establishes the types and levels of funding and approves the budgets and tax levies. In addition, the Board employs the Department's key personnel and supervises the Fire Chief. Moreover, it guides the strategic plan and approves key policies and procedures.

## STATION LOCATIONS

### Station 21

8895 Madison Avenue NE  
Bainbridge Island, WA 98110

### Station 22

7934 Bucklin Hill Road NE  
Bainbridge Island, WA 98110

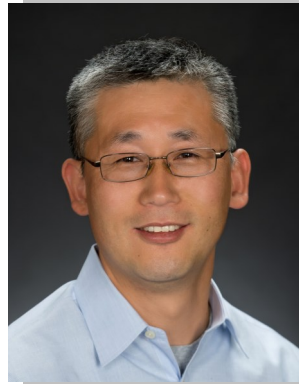
### Station 23

12985 Phelps Road NE  
Bainbridge Island, WA 98110

[www.bifd.org](http://www.bifd.org)



SCOTT ISENMAN  
Position 1



YONGSUK CHO  
Position 2



GINA BATALI  
Position 3



FRITZ VON IBSCH  
Position 4



TIM CAREY  
Position 5