



# 2026-2028 STRATEGIC PLAN

BAINBRIDGE ISLAND FIRE DEPARTMENT

Adopted January 14, 2026



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# MESSAGE FROM THE CHIEF



# MESSAGE FROM THE FIRE CHIEF

Bainbridge Island Fire Department (BIFD) is pleased to present our 2026-2028 Strategic Plan. This plan is the culmination of many hours of work by the community, the Board of Fire Commissioners, and members of the Department. It builds upon the foresight and success of the past strategic plans.

BIFD continues to see record-breaking increases in calls for emergency services, with nearly 4,000 calls responded to annually. This is an almost 40% increase over the past decade. This has created many challenges in staffing, wear and tear on apparatus and equipment, and basic support for our emergency responders providing these services.

The most recent strategic plan spanned six years and included 25 goals, ranging from staffing improvements to infrastructure upgrades to training. During the current planning process, stakeholders recognized that the next plan would need to focus on a shorter window of time, due to the rapidly changing world and to further develop the groundwork needed to ensure sustainability, while growing to meet the increasing demands for service.

My vision as Fire Chief is to ensure BIFD provides outstanding service to the community through a department that is well-staffed, well-trained, well-equipped, and well-supported. This will be elaborated further in the plan and will be used to ensure our goals align with this vision.

The strategic plan presents important foundational information about BIFD, including the mission and core values, organizational structure and governing body (the Board of Fire Commissioners), station locations and apparatus, and some basic statistical information regarding emergency calls and finances. It reviews the process used to maximize stakeholder input and concludes with a presentation of the strategic priorities and goals for the next three years.

I want to thank the community, the membership, and the Board of Fire Commissioners for their contributions in developing this plan, and welcome all to join us in this vision for the future.

Sincerely,

**FIRE CHIEF JARED MORAVEC**  
Bainbridge Island Fire Department



## 2019-2025 MAJOR ACCOMPLISHMENTS

- 2019
  - Station 22 reopens
  - EMS Levy renewal approved by Voters at \$0.40
- 2020
  - Washington Surveying & Rating Bureau (WSRB) Rating improved from Class 5 to Class 4
  - Information Technology (IT) Plan adopted
  - Administrative Battalion Chief position created
  - Facilities Interlocal Agreement approved
- 2021
  - Succession Plan adopted
  - Kitsap County Fire Training Consortium created
  - IT Administrator position created
  - BIFD receives Humanitarian Award by Bainbridge Community Foundation for its COVID-19 response and community vaccination efforts
- 2022
  - Board authorizes increased staffing from 12 per shift to 13 per shift
- 2023
  - Chief Teran Retires, Chief Moravec appointed as new Fire Chief
  - New Hires begin attending Consortium Academy
  - International Association of Fire Chiefs recognizes BIFD as its annual Heart Safe Community Award recipient
- 2024
  - Board authorizes increased staffing from 13 per shift to 15 per shift
  - Medical Services Officer position created
  - Report on Administrative Staffing adopted
- 2025
  - Standard of Cover/Community Risk Assessment completed
  - Human Resources Manager position created
  - General Fire Levy Approved by Voters at \$0.72
  - Updated Strategic Planning process completed



# DEPARTMENT OVERVIEW



# OUR MISSION

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

# OUR CORE VALUES



## COMPASSION

We care for each other and those we serve with respect and empathy, remaining humble and courteous.



## TRUST

We continually strive to earn and maintain the public's and each other's trust by using our best judgment and upholding a character of honest and ethical conduct in every situation we encounter.



## STEWARDSHIP

We are dedicated to being accountable stewards of the resources entrusted to us, taking deliberate action to establish and maintain our readiness to serve the public.



## INNOVATION

We embrace change and empower our members to be innovative, adaptive, and forward-thinking, seeking ways to improve themselves, the Department, and the community.



## COURAGE

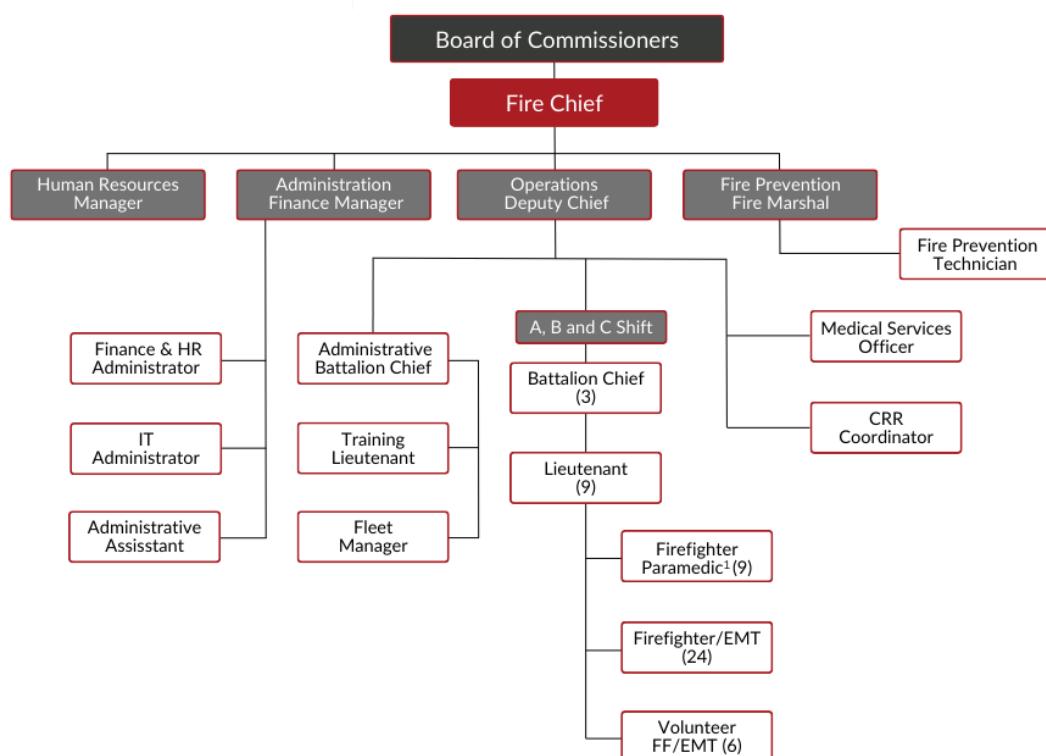
We exercise the moral and mental strength to do what is right, with fortitude and determination, even when faced with adversity.



# ABOUT US

Initially formed in 1942, the Bainbridge Island Fire Department (BIFD) is committed to providing outstanding service to the community. With over 60 employees and volunteers, BIFD provides a wide range of services, including fire suppression, emergency medical services (EMS) and transports, technical rescue, fire prevention services, fire investigations, and community risk reduction.

## BIFD ORGANIZATION



<sup>1</sup>Includes Lieutenant /Paramedics



# BOARD OF FIRE 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. Finally, the Board represents the Department to the public. Commissioners serve a six (6) year term. Meetings of the Board of Fire Commissioners are open to the public and are held monthly at Fire Station 21.



**SCOTT ISENMAN**  
Commissioner Position #1



**BRUCE AWARD**  
Commissioner Position #2



**JOHN DE LANOY**  
Commissioner Position #3



**FRITZ VON IBSCH**  
Commissioner Position #4



**TIM CAREY**  
Commissioner Position #5



# STATION MAP AND APPARATUS PROFILE

BIFD operates out of three fire stations: Station 21, 22, and 23. Station 21 serves as the Department's headquarters and was expanded and completely rebuilt in 2018. Station 22 was rebuilt in 2019 and houses the vehicle maintenance facility where preventive maintenance and routine repairs occur. Station 23 includes the Department's training facility and features a four-story training tower and other props necessary for firefighters to maintain their fire and emergency response skills.

## STATION 21 – BUILT 2018

*8895 Madison Avenue NE*

- 1 Engine
- 1 Medic (Advanced Life Support)
- 1 Aid Unit (Basic Life Support)
- 1 Tender (3,000 gallons)
- 1 Brush Truck
- 1 Reserve Aid Unit (Basic Life Support)
- 1 Reserve Engine
- Headquarters & Administrative Offices
- Public Community Room

## STATION 22 – BUILT 2019

*7934 NE Bucklin Hill Road*

- 1 Engine
- 1 Aid Unit (Basic Life Support)
- 1 Tender (3,000 gallons)
- Fleet Maintenance Shop

## STATION 23 – BUILT 1997

*12985 Phelps Road NE*

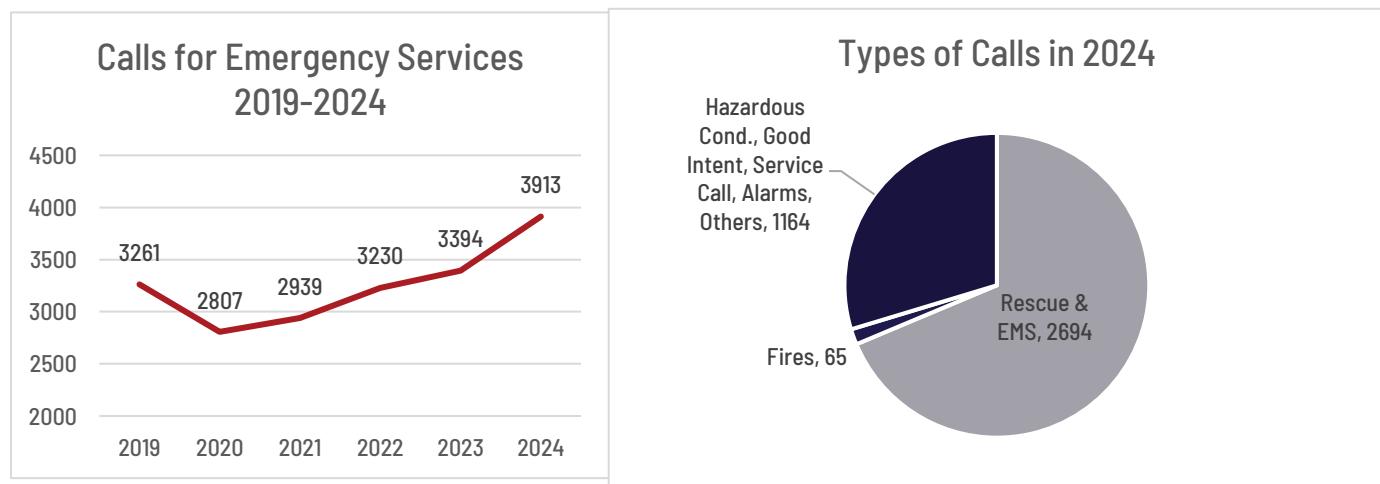
- 1 Engine
- 1 Aid Unit (Basic Life Support)
- 1 Tender (3,000 gallons)
- 1 Ladder Truck
- 1 Rescue Unit
- Training Facility





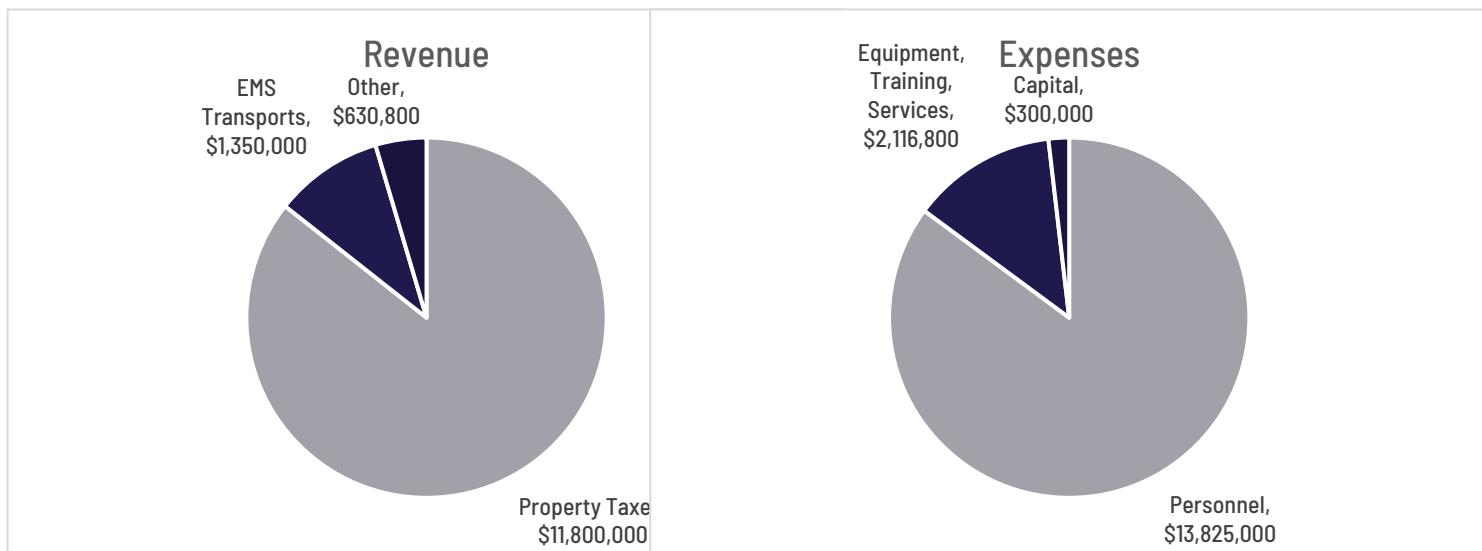
## CALL TYPES & VOLUME

2024 was the highest number of emergency calls BIFD has responded to in the history of the Department. 69% of all calls are related to rescue and emergency medical services (EMS).



## FINANCES

In 2025, BIFD had an operating budget of \$16,242,700. The Department projected revenue of \$13,780,800. Revenue was primarily derived from property taxes (86%), transport revenue (10%), and other funding streams (4%). In November of 2025, the public supported an increase in the BIFD's general fire levy of \$0.15. This was the first of a two-step request by the Board of Fire Commissioners for funding to support necessary growth of the Department in response to increased calls for emergency services.





# STRATEGIC PLANNING PROCESS



# PROCESS OVERVIEW

Strategic planning is a systematic, formal process used to set priorities and focus energy and resources, ensuring that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results. It also assesses and adjusts the organization's direction in response to a changing environment and community needs.

The strategic planning process relies on the input of both internal and external stakeholders. Internal stakeholders were defined as current members of the Department. External stakeholders included members of the community. Members of the Board of Fire Commissioners served in a unique role in both areas as they have knowledge of BIFD operations and are also elected to represent the community at large.

## COMMUNITY AND DEPARTMENT MEETINGS

The planning process began in May of 2025 with two kickoff meetings that included members of the community, the Board of Fire Commissioners, and members of the Department. These sessions were used to review the accomplishments of the most recent plan and to brainstorm ideas, topics, and concerns that may impact the Department now and into the future. BIFD staff conducted several meetings to discuss areas of focus in June and July, with a progress workshop held with the Board of Fire Commissioners and the community in June. Focus group sessions were completed in September and October, with additional workshops and discussions with the Board and community in October.

## AREAS OF FOCUS

The early brainstorming sessions generated numerous ideas, topics, and concerns. These items were then separated into nine (9) areas of focus based on subject. Discussions related to each of the areas of focus were then used to develop strategic priorities and goals. Areas of focus included:

- Level of Service
- Training
- Health & Safety
- Fleet
- Facilities
- Community Risk Reduction
- Finance/Human Resources
- Technology
- Community Engagement



## FIRE CHIEF'S VISION

The Fire Chief's vision is a compelling, aspirational statement of defining the Department's long-term goals and idealized future. It is based on four pillars supporting BIFD's ability to provide outstanding service to the community.

***Provide outstanding service to the community through a department that is:***

- **Well-staffed**
- **Well-trained**
- **Well-equipped**
- **Well-supported**

Well-staffed means that staffing levels and deployment configurations provide the right number and type of personnel at the right place and time to mitigate any problems encountered or to prevent them from occurring in the first place. These staffing levels are commensurate with our level of service as adopted by the Board of Fire Commissioners.

Well-trained means that our staff have the training necessary to deliver the service expected. BIFD strives to exceed minimums in training. This also means having the right facilities and equipment available to train.

Well-equipped means that BIFD staff have reliable and relevant equipment to get the job done. This includes both EMS and fire suppression equipment as well as the fleet of apparatus needed to respond.

Well-supported means that BIFD staff are provided with access to services that improve health and wellness. It means that mechanisms are in place to support the Department's mission. This support should translate into improved recruiting and retention. It also includes having adequate facilities to support daily operations.



# STRATEGIC PRIORITIES & GOALS



# STRATEGIC PRIORITIES

Strategic priorities define high-level focus areas or key initiatives aimed at achieving long-term vision and goals, guiding resource allocation and decision-making. The following are the ten (10) strategic priorities that will guide BIFD over the next three (3) years.

- ***Match response capability to address identified risk and demand.***
- ***Facilitate employee development to improve performance and job satisfaction.***
- ***Strengthen the health, wellness, and well-being of our members through a mind-body-family approach.***
- ***Reduce community risk through regulatory advocacy.***
- ***Improve engagement with the community.***
- ***Improve community quality of life and resiliency.***
- ***Improve fleet reliability and reduce downtime through increased support and detailed planning.***
- ***Support department operations through improved facilities planning.***
- ***Integrate & utilize technologies that improve efficiency, reliability, safety and productivity.***
- ***Transform business practices to maximize the sustainability of services.***



# GOALS

The following goals support the strategic priorities and are also designed to support the Fire Chief's vision. While all goals are important, the highest priorities are set based on ensuring the sustainability of operations to support adopted service levels. Effort is used to estimate relative staff effort to complete the goal and may include the amount of staff time necessary to complete the goal, resources needed, and outside influences that may impact progress. Focus defines the general categorization for each goal from the areas of focus defined in the planning process. Work on all goals is expected to begin at some level in 2026.

GOAL	PRIORITY	FOCUS
Update staffing and deployment model to match current and projected service demands and ensures member safety. (Well-staffed)	High	Level of Service, Technology
Re-envision the Department's Fleet Replacement Plan to include repair, refit, and replace options as well as all assumptions, timelines, and projected future costs. (Well-equipped)	High	Fleet, Level of Service
Develop a comprehensive capital facilities plan that includes recurring and new items and projects 20+ years into the future. (Well-equipped/supported)	High	Facilities, Technology, Level of Service
Develop long-term funding strategies/mechanisms that align current and projected service demands to ensure sustainability. (Well-staffed/equipped/trained/supported)	High	Finance/Human Resources
Create career development plans for all positions that include skills, targeted training, and succession pathways. (Well-supported/trained)	Medium	Training
Increase and enhance access and approaches to mental health resources and programs, physical wellness, and engagement with members' families. (Well-supported/trained)	Medium	Safety, Training



Engage community partners, including Poulsbo CARES, to identify and fill gaps in the care continuum. (Well-supported/staffed)	PRIORITY Medium	FOCUS Community Risk Reduction/Community Engagement
Modernize and integrate finance and human resources systems. (Well-equipped/supported)	PRIORITY Medium	FOCUS Finance/Human Resources, Technology
Complete a study of fire protection water supply infrastructure, make recommendations, and seek improvement in fire hydrant coverage across the Island. (Well-supported)	PRIORITY Low	FOCUS Community Risk Reduction
Broaden advocacy in regulatory and policy changes addressing items such as roadway standards, Firewise, safety through accessibility, resilience of critical infrastructure, and firefighter safety. (Well-supported)	PRIORITY Low	FOCUS Community Risk Reduction

## PROGRESS EVALUATION

Progress evaluation reports on strategic planning goals will be given to the Board of Fire Commissioners on a quarterly basis beginning in Q2 of 2026. The reports are intended to ensure that adequate progress is being made, opportunities to discuss barriers to progress are available, and any clarification and/or course corrections can be made as work is being completed.



# BAINBRIDGE ISLAND FIRE DEPARTMENT

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