

Bremerton Fire Dept.



Strategic Plan 2023-2028

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A Word from Fire Chief

Pat McGanney



The Bremerton Fire Department is pleased to present the 2023-2028 Strategic Plan. The Strategic Plan is designed to clearly identify the Mission, Vision and Values of the Department and identify necessary steps to improve services to our community and increase safety for our members.

The Strategic Plan establishes the framework for the Department's future and represents the highest level of planning that has been implemented within the Department. This document will guide the Department, allowing the organization to better meet the needs of the community it serves, as the demand for emergency response, prevention and education services increases in the City of Bremerton.

The Strategic Plan identifies specific Areas of Focus on the Department's core services and programs. Included in the Strategic Plan are recommendations on staffing, service enhancements and improvement to facilities.

I would like to acknowledge and thank everyone who contributed their time, views, opinions, and ideas as part of the planning process. This includes both members from within the Department and the community.

The success of the Bremerton Fire Department has always been, and will continue to be, a result of the services provided by the dedicated men and women who serve this Department. This Strategic Plan will provide guidance and assist in strengthening the essential services that the Department provides to the community.

As your Fire Department, we take our responsibilities seriously. We continually strive to provide the best emergency response care, emergency preparedness services, fire prevention, and public education possible while maintaining our fiduciary responsibilities to you as a citizen and taxpayer. We welcome your feedback at any time through our website, email, phone, or in person at one of our stations. Thank you for allowing us to serve you and for supporting us as we strive to continually improve our performance.

A handwritten signature in blue ink, appearing to read "Pat McGanney". The signature is fluid and cursive, with a long, sweeping underline.

Pat McGanney, Fire Chief

History of the BFD

The City of Bremerton Fire Department (BFD) is proud to be the oldest fire department in Kitsap County, Washington. Located 12 miles west of Seattle, across the Puget Sound, on the Olympic Peninsula. Bremerton is a bedroom community for those who work across the Puget Sound in Seattle, as well as being a military community home to Naval Base Kitsap [Bangor Submarine Base, Naval Station Bremerton, Puget Sound Naval Shipyard, Naval Underwater Warfare Center- Keyport], and Naval Hospital Bremerton. The BFD began to form on May 13, 1902, when the Bremerton City Council created a committee to begin an organized fire department. The BFD had its first official gathering on August 4, 1902, when 24 men volunteered to be members of their city’s fire department.

Today, the department is made up of 68-line personnel with a mix of races, religions, genders, and backgrounds. The BFD is headed by the Fire Chief and supported by the Assistant Chief, an Administrative Assistant, Training Battalion Chief, Training Lieutenant, Medical Officer, as well as a Fire Marshal and two Deputy Fire Marshals.

In addition to fire suppression activities that most fire departments deliver such as firefighting, auto extrication, hazardous materials (Haz-Mat), and rescue activities, the BFD supplies emergency medical services (EMS) to the citizens with three 24-hour, transport capable Advanced Life-support (ALS) units, a 40-hour a week transport capable Advanced Life-support (ALS) unit, a technical rescue team, a brush truck for wildland fires, and a rescue boat. The BFD also has rescue swimmers to protect the 53 miles of shoreline that surround the city. These services resulted in the BFD responding to over 11,000 emergency incidents in 2022.

Historical Annual Call Numbers

Year	# of Incidents	% Change	Year	# of Incidents	% Change
2012	6797		2018	9114	+1.2%
2013	6907	+ 1.6%	2019 (COVID)	8645	- 5.14 %
2014	7514	+ 8.7%	2020	9357	+8.2%
2015	8704	+ 15.8%	2021	10048	+ 7.38%
2016	8575	- 1.4%	2022	10927	+8.74%
2017	9014	+5.1			

* This reflects an increase of 60.5% in emergency responses between 2012 and 2022.

Mission, Vision, and Values

Mission Statement

Our mission is to protect, educate, and be leaders in our community, while providing progressive life safety services.

Vision Statement

We will be a pillar of the community by being a highly trained, adaptable, customer focused fire organization.

Values Statement

While serving the community with integrity, respect, and compassion, we will be guided by teamwork and pride in our department's history and traditions. We will remain dedicated to those we serve, and loyal to those we serve with.

Integrity – First and Always

Respect – All

Compassion – For those we serve

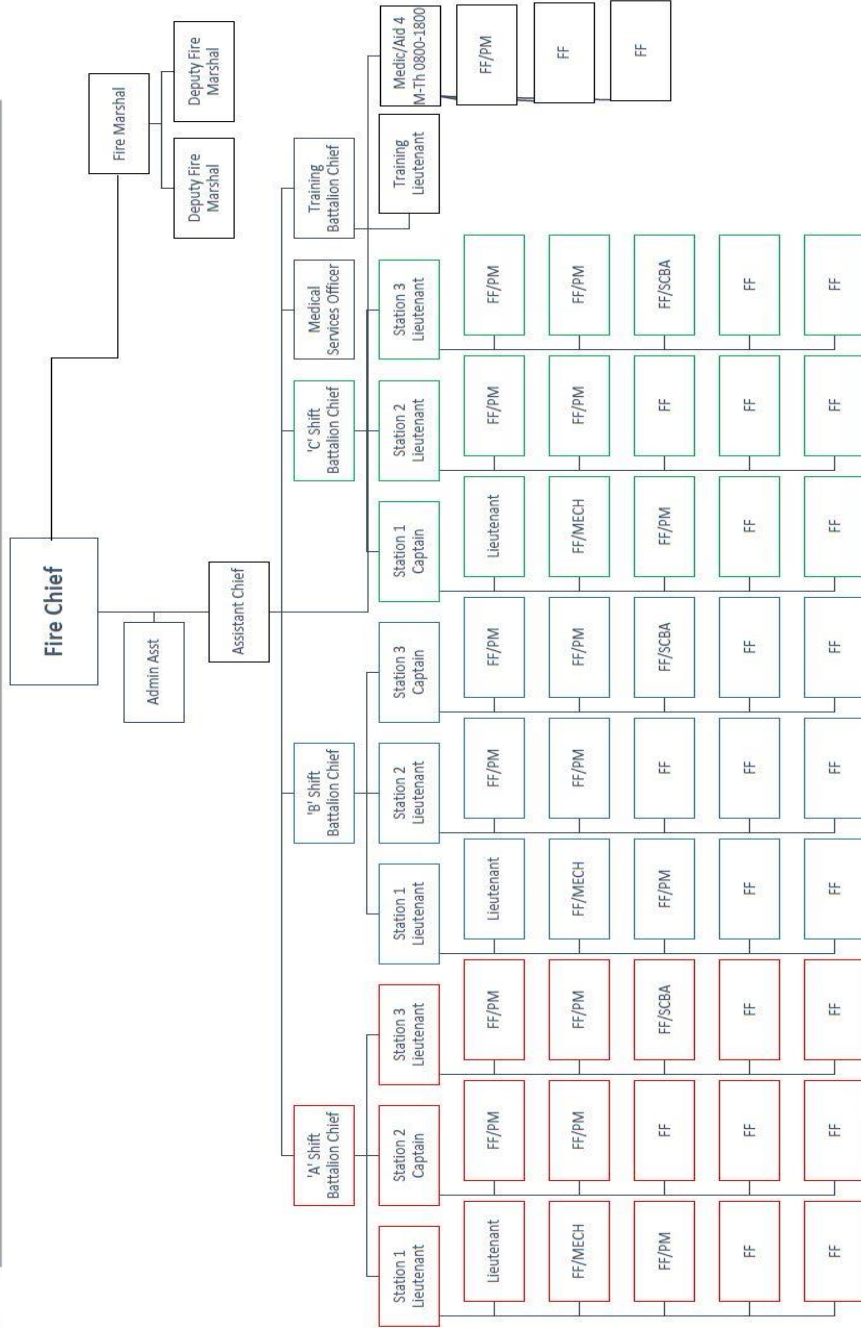
Teamwork – In everything we do

Tradition – Honoring our history

Service – Through loyalty to each other and our community

BFD Organizational Chart

Bremerton Fire Department Organizational Chart



BFD Statistics

There are several key factors which affect our future planning. These include:

1. The City of Bremerton has added a large number of new living units and businesses over the last few years. These additions are exciting; however, each adds to the demands placed on the BFD.
2. Nationwide behavioral health and homelessness crisis
 - Increase in behavioral health & social service calls
 - Decrease in behavioral health & social service resources
3. St. Michaels Medical Center (SMMC) moving to Silverdale
 - Increased transport times = Prolonged out of service times for BFD Medic Units.
 - SMMC ER delays results in BFD medic units and crews being unable to respond to incidents within the city for long periods.
 - Increasing frequency of SMMC on divert status or at capacity results in BFD Medic Units having to transport to Gig Harbor or Tacoma more frequently.
4. Over the last nine years (with the exception of 2019 due to COVID-19) BFD has seen an average increase in call volume of **6.97%**. If this rate of increase were to continue, the projected call volumes for future years would be:
 - **2023 - 11497**
 - **2024 - 12298**
 - **2025 - 13155**
 - **2026 - 14071**
 - **2027 - 15051**
5. COVID-19 is still an issue affecting call volume and staffing.
6. All the above has a significant impact on the future of the BFD related to:
 - Expansion of staffing
 - Expansion of stations
 - Expansion of equipment
 - Expansion of training

The Strategic Planning Process

Beginning in March of 2022 a committee made up of a diverse group of Bremerton Fire Department members assembled as the Strategic Planning Committee (SPC). This group was to serve as a representative voice of the department members in the creation of a new Mission, Vision, and Values Statement. Following the creation of these foundational documents, the Operations Chief led four groups through a three-hour process designed to receive input that resulted in a five-year strategic plan. The strategic planning process seeks to answer three basic questions: Where are we? Where are we going? How do we get there? To accomplish this, each group was taken through a process which included discussions on where we have been as an organization, where we currently are, as well as time to gather strategic input concerning the future.

The discussion on where we have been as an organization included a review of the departments previous Mission and Vision Statements, but also included discussions on the traditions and history of this department. These discussions focused on the long-standing nature of the members of the department to focus on service over self, and on always seeking ways to move the department and the community forward. Our second focus was on where we are currently as it related to the department, its members, the services we provide, the city we work for, and the community we serve. The final component of our discussions was through conducting a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) analysis. The information from this exercise transitioned into the second section, strategic input.

The strategic input section also consisted of three parts. The first began with a question: If we were to build on our strengths; strengthen our weaknesses; take advantage of untapped opportunities; and mitigate the threats over the next three to five years, what priorities would we need to focus on? The second part was an exercise to determine which priorities were most important. We asked the questions: Which priorities affect the rest? Which are mission critical? Then, in the third part, we took the top three priorities and asked the question: What would we need to start, stop, or continue doing to accomplish these priorities?

The result of this process is the following five-year strategic plan that lays out our strategic objectives and how we will seek to accomplish them in the coming years.

STRATEGIC OBJECTIVE

Citizens and Services

Our objective in this category is to respond to those in need of emergency assistance in a rapid and professional fashion and to deliver the highest level of care and emergency intervention.

Goal 1: To ensure that our limited resources are being used in a fashion that meets the stated objectives of the BFD.

- Conduct a review of the most common types of calls BFD is responding to. Is there a community risk reduction (CRR) action that can be taken to reduce the need for these 911 events?
- Conduct a review to see if there are common geographic areas that are creating a disproportionate number of calls and if so, determine what actions can be taken to reduce the need for 911 in those areas.
- Assess dispatching procedures: are there changes that can be made in the dispatching process to reduce the default of FIRE for calls that are not Fire or EMS related?

Goal 2: To develop collaborative partnerships with other healthcare delivery facilities and programs throughout Bremerton and Kitsap County to maximize the efficiencies of our resources.

- Explore what healthcare delivery services and facilities are available in Bremerton and Kitsap County and determine what benefit can be derived from partnerships with these agencies.
- Determine the cost/benefit of such partnerships.
- Establish relationships with those agencies/facilities that have a positive cost/benefit to the department and city of Bremerton.
- Conduct an assessment to determine if the Community Assistance, Referral and Education Services (CARES) program model would be beneficial in Bremerton.

Goal 3: To become a primary source of information, education, and training for our community in the areas of public safety, fire prevention, and emergency preparedness.

- Create methodologies to educate community members of all ages through outreach and educational activities.
- Determine alternative methodologies to expand BFD outreach such as using virtual means.
- Seek to expand education and outreach through the addition of staff whose job includes public outreach by 2025.

STRATEGIC OBJECTIVE

Member Support & Development

Our objective in this category is to create a workplace that is supportive, healthy, encourages upward mobility, and takes pride in its history and place in the City of Bremerton.

Goal 1: To create and maintain a professional development pathway that guides those seeking promotional or appointed positions.

- Develop specific training, certification, and academic paths that will be of value to those seeking promotion or appointment by 2024.
- Outline the procedures used to make appointments and promotions to the specific positions within the BFD by 2024.

Goal 2: To develop a succession planning process for the BFD that will extend to the sunset of this strategic plan.

- Create a plan that will be sustainable for current projected growth and near-future needs, that can be updated and re-evaluated as necessary to promote quality upward progression.
- All job descriptions must be audited to ensure that they are accurate to the jobs and duties performed.
- Those individuals in positions of administrative authority must assess their duties and job descriptions to ensure accuracy and to create training plans for those preparing to fill those roles in the future.

Goal 3: To foster and encourage a culture of physical, mental, and emotional health.

- Encourage company officers, shift supervisors, and administrators to express gratitude and kudos to those employees for their successes and good works. This can include emails, formal letters of kudos, or completing nomination forms for commendation as per the Commendations policy.
- Maintain the growth of the Peer Support System within the BFD.
- Explore relaunching the Peer Fitness Trainer Program and encourage the development of a healthy eating and lifestyle program within the BFD.
- Support the dedicated workout times for all members to maintain and improve their physical and mental wellness.
- Coordinate Benefits Training to ensure all members are aware of the benefits packages provided by the City of Bremerton.

Goal 4: To create a sustainable training budget and plan.

- Explore the feasibility of hosting training at BFD.
- Seek to coordinate internal department training with Kitsap County Fire Training Consortium (KCFTC) planned training.
- Plan and coordinate training with crews to help ensure common compliance with KCFTC Firefighter Fundamentals Manual.
- Determine costs of training for each professional development path.
- Explore training grants or alternative funding to support department training.

Goal 5: To embrace, honor, and pass down our department history and traditions.

- Re-establish the role of “Snapper” in the department through company officer support and training, citing the historical significance of the role in the departments past.
- Restore social activities that have declined over time or as the result of COVID-19 separation.
- Research what portions of our department history we should embrace further and which we should allow to fade.
- Explore the creation of a department book to mark 125 years to be published in 2027.

STRATEGIC OBJECTIVE

Staffing, Facilities & Equipment

Our objective is to provide safe, functional, and high-quality facilities and equipment to our staff so they can provide the best services possible. This includes having the right number of people located in the correct geographic locations to provide the prompt and high level of service the Bremerton community has come to expect.

Goal 1: To develop a consistent and unified communication network with our elected officials.

- The Fire Chief, as the Department Head, needs to ensure that positive relationships are built between himself/herself and the elected officials.
- The Fire Chief needs to work with the Union leadership to present a unified front in matters of shared interest, such as staffing, budget, equipment, etc.
- The Fire Chief and Union leadership need to publicly share the successes and challenges of the fire department backed up with data to support the needs.
- Have an increased presence with our elected officials beyond the Fire Chief. This may include department member attendance at City Council meetings, inviting elected officials to official department functions, written support, and expressing the needs of the department and its members from the union, etc.

Goal 2: To pursue grants to assist the department in acquiring the needed skills, technology, equipment, and personnel to support the departments mission.

- Explore the ability to hire or contract with a professional grant writer.
- Train multiple department members in grant writing.
- Aggressively pursue grants that are applicable and beneficial to the department such as Staffing for Adequate Fire and Emergency Response (SAFER), Assistance to Firefighter Grant (AFG) and others.

Goal 3: To explore the possibility of adding response units to each station.

- Develop a plan to staff M4/A4 as a 24-hour vehicle.
- Explore the needs and benefits of adding squads to station 2 & 3 utilizing vehicles already in BFD possession (Training Truck and Brush Truck).

Goal 4: To establish a plan and a timeline outlining station locations and new station(s) to the BFD.

- Explore the costs of having a company assess BFD's current Standards of Response Coverage (SRC) including an assessment of current station locations and what are ideal station locations for current and projected call volumes.
- Determine the future growth patterns and locations in the City of Bremerton, specifically the plans of the Bremerton Airport.
- Assess the potential costs and benefits of relocating stations 2 & 3 if they are determined to not be in the most ideal response locations.
- Outline citizen support and levy or bond needs to accomplish the realignment and/or relocation plans as suggested by the SRC Report.

Thank you to all the members of the Bremerton Fire Department for their contribution of thoughts, ideas, passion, and forward thinking for our agency. This document and the changes that our organization will make in the coming years are the result of your sharing and participation in this process.

A special thank you to the nine members of the Strategic Planning Committee who spent a great deal of time steering this process and creating this guiding document for the future of the Bremerton Fire Department.

Strategic Planning Committee Members:

FF/PM Brandon Beringer

FF/PM Kevin Bonsell

FF Benjamin Cammarata

Lt. Jeremy Dixon

Lt. Alex Magallon

A/C John Payne

DFM Benjamin Pocus

FF Troy Reynolds

FF/PM Kurt VanNess