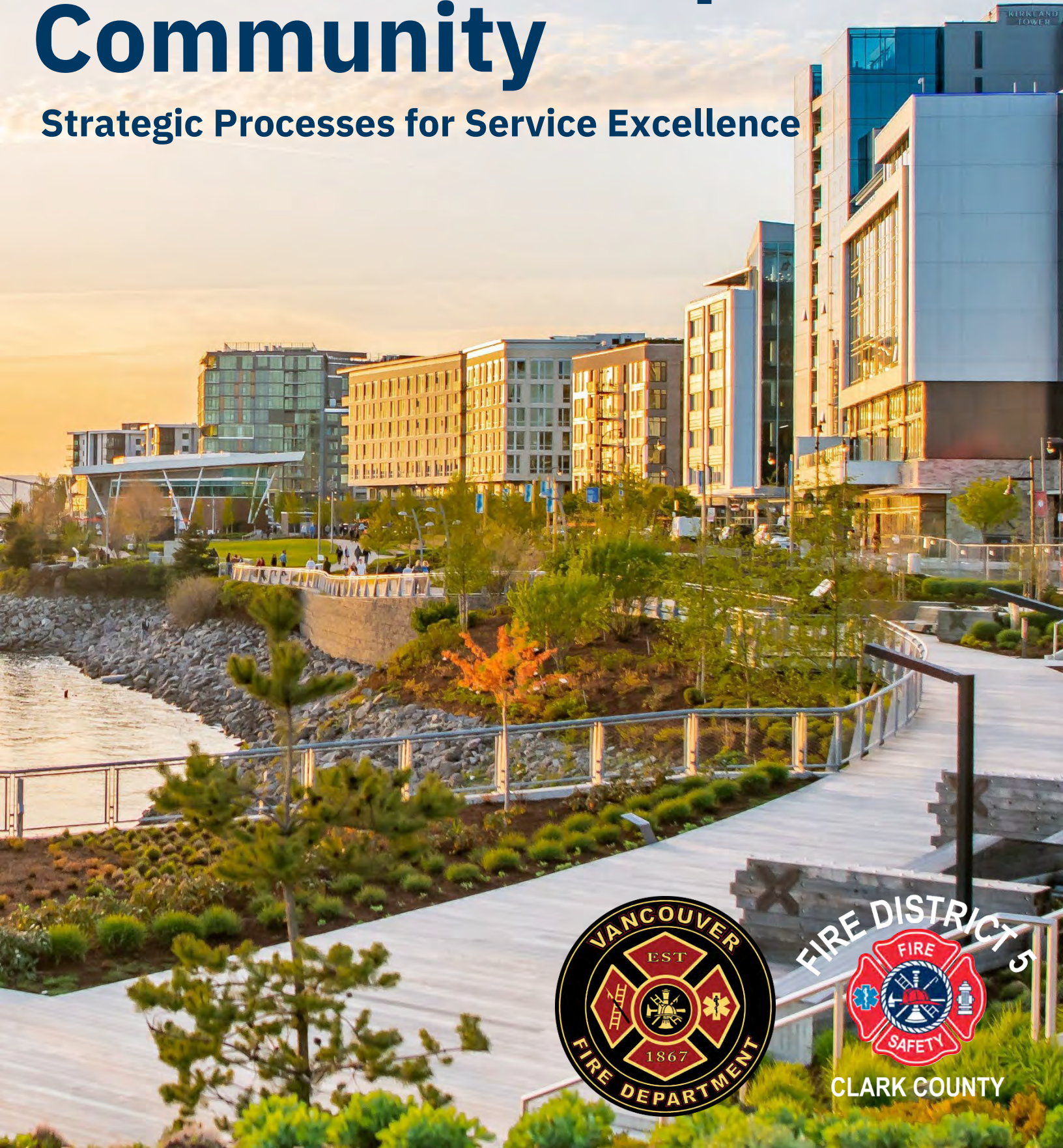


City of Vancouver Fire Department 2026-2029

A Safe and Prepared Community

Strategic Processes for Service Excellence





VFD VISION

To Be the Regional Leader in Public Safety and Emergency Services,
Forging Unified Partnerships, and Safeguarding Our Community

VFD MISSION

To Preserve Life, Protect Property, and Ensure a Safe, Prepared Community



VFD CORE VALUES

Service	Compassionate Dedication to Our Community; Prioritizing Emergency Preparedness, Prevention, Response, and Recovery
Engagement	Individual and Collective Contributions That Enhance Our Services
Respect	Appreciation for the Value of Diversity in People, Perspectives, and Beliefs
Vision	Inclusive, Participative Leadership at All Levels; Empowering Innovation
Integrity	Principled Behavior and Professional Performance That Aligns with Our Values
Collaboration	Regional Partnerships that Advance Our Public Safety Services
Excellence	Relentless Pursuit of the Highest Standards and Exemplary Services
Safety	In Every Operation; at Every Incident



Table of Contents

Strategic Processes for Service Excellence	5
Goal 1: Deliver Exceptional Public Safety and Emergency Services	11
Goal 2: Promote a Safe, Healthy, Work Environment That Effectively Manages Personal and Organizational Risk	25
Goal 3: Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Engagement, and Access	29
Goal 4: Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management	33
Goal 5: Foster Personal Growth, Professional Development, and Organizational Succession	37
Goal 6: Identify, Implement, and Integrate Emerging Technological Innovations	41
Goal 7: Strengthen Disaster Preparedness, Response, and Community Resilience	45



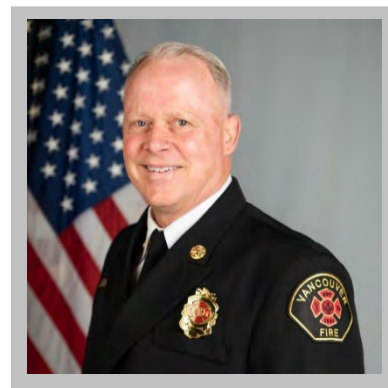
Glossary

AI	Artificial Intelligence
AOPS	Administrative Operations
BC	Battalion Chief
BIA	Business Intelligence Analyst
CC	Community Emergency Response Team (CERT) Coordinator
CCFD5	Clark County Fire District 5
CRESA	Clark Regional Emergency Services Agency
CRR	Community Risk Reduction
CT	Computer Technician
DOC	Disaster Operations Center
EA	Executive Assistant
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOPS	Emergency Operations
FA	Financial Analyst
FC	Fire Chief
FLEET	Fire Shop/Fleet Services
FM	Fire Marshal
FMO	Fire Marshal's Office
HART	Homeless Assistance and Resources Team
HRG	Human Resources Generalist
HSO	Health and Safety Officer
ICS	Incident Command System
KPI	Key Performance Indicator
LOG	Logistics
NFPA	National Fire Protection Association
PEH	People Experiencing Homelessness
PIO	Public Information Officer
PPE	Personal Protective Equipment
RC	Radio Coordinator
SOG	Standard Operating Guides
SPEC OPS	Special Operations
TRG	Training
US&R	Urban Search & Rescue
VFD	Vancouver Fire Department
WAC	Washington Administrative Code
WSRB	Washington Surveying & Rating Bureau

A Safe and Prepared Community

Strategic Processes for Service Excellence

The Vancouver Fire Department (VFD) plays a vital role in protecting not only the lives and property of all who live, work, and play in Vancouver, but also in our neighboring communities within Clark County and the entire region. Maintaining pace with the growing complexities and dynamic nature of these responsibilities in a growth-oriented, expanding municipality requires meaningful strategic planning and performance management processes that require contributions from progressive leaders, committed managers, and responsible personnel at all levels throughout our organization. The 2026- 2029 VFD Strategic Plan, “A Safe and Prepared Community,” offers a pathway for success in preparing our organization to serve the needs of our communities today and well into the future.



JD Drake
Fire Chief

The development of this comprehensive plan required a detailed understanding of the importance of engaged collaboration with numerous internal and external stakeholders, as well as the significant value derived from the diverse, unique perspectives each of these stakeholders offered. Without the voices and varied opinions communicated by our Mayor’s Office, City Council Members, Clark County Fire District 5 Commission, City departments, community groups, Department Administration, labor organizations, our public safety partners, and our sworn and civilian members, this plan would not offer the clear direction necessary to effectively pursue our vision, accomplish our mission, or achieve our goals.



This 2026-2029 VFD Strategic Plan also provides a contemporarily relevant roadmap; however, this plan alone will not ensure organizational success. For it is only through continuous, ongoing efforts directed toward leveraging the positive impacts of leadership, measurement, and management processes throughout all levels of the organization that we truly perform at the highest levels. In fact, our capacity to more effectively deliver emergency services in ways that exude the professionalism and high standards expected of our department will be predicated on our determination to follow through on specific elements outlined in our “A Safe and Prepared

Community” plan, and with great focus on the benefits derived from effective performance leadership, performance measurement, and performance management processes, which also supports our city initiative, Vancouver for All.

Performance Leadership

Vancouver Fire Department improvement requires commitment to three distinct, yet interrelated disciplines: performance leadership, performance measurement, and performance management.

A Safe and Prepared Community

Strategic Processes for Service Excellence

Performance leadership is the first essential component because it offers clear direction and defines the pathway to the desired end-state. More specifically, performance leadership details strategic plan tenets, and the underlying organizational vision, purpose, and goals, while embodying principled beliefs in the execution of the plan. This type of leadership empowers employees to exercise their talents and skills while also facilitating a learning environment conducive to the development of best practices that align with the overall organizational direction.

Performance leadership ideologies maintain the importance of seven core principles which are identified in the following:

- **Vision** – Desired future of our department
- **Mission** – Fundamental purpose of our department
- **Core Values** – Principle beliefs that affect our formal and informal cultures
- **Goals** – Clarity in priority of our desired achievement or end-state
- **Goal Strategies** – Plans crafted to achieve our desired goals
- **Goal Tactics** – Actions specifically implemented to achieve our desired goals
- **Goal Benchmarks** – Criteria established for successfully achieving our goals

These seven performance leadership principles may be practically applied at varying levels throughout our organization, and when embraced and applied at various levels, will prove instrumental to the overall successful execution and institutionalization of our 2026-2029 VFD objectives.

Performance Measurement

The second essential discipline within the performance improvement process involves performance measurement, which quantitatively and qualitatively offers multiple means to gauge progression in achieving desired organizational, program, or project goals. Without the ability to measure, quantify, or qualify progress, it is difficult to accurately assess the organization's position in relation to its intended direction, and consequently, leaves gaps in our ability to ensure appropriate course corrections or plan modifications. Similar to the performance leadership principles, there are also seven principles associated with effective performance measurement processes, which are identified in the following:

- **Inputs** – Resources invested to achieve our goals
- **Activities** – Actions, tasks, or methods executed to achieve our goals
- **Outputs** – Products resulting from the combination of our inputs and our activities
- **Outcomes** – Desired achievement, whether incremental or desired end-state
- **Indicators** – Incremental measurements toward our desired goal achievement
- **Targets** – Incremental benchmarks toward our desired goal achievement
- **Goal Outcomes** – Clarity in priority of our desired achievement or end-state

A Safe and Prepared Community

Strategic Processes for Service Excellence

Throughout the 2026-2029 VFD performance leadership, performance measurement, and performance management processes, our department will continue to invest significant efforts toward supporting a “metrics that matter” philosophy where accurate, verifiable, and reliable data are standardized. Additionally, it is imperative that our members continue to cultivate relationships with those responsible for providing performance data (i.e., VFD personnel, analysts, officers, etc.) and those responsible for following up on data to employ effective performance measurement practices that will assist our leaders with fulfillment of our overall mission.

Performance Management

The third interrelated performance improvement discipline is performance management, which involves the process of monitoring whether a set of activities and outputs meet organizational goals efficiently. Furthermore, performance management involves iterative processes that are designed to improve upon the performance leadership and performance measurement practices previously employed. Performance management processes also incorporate seven principles, which are identified in the following:

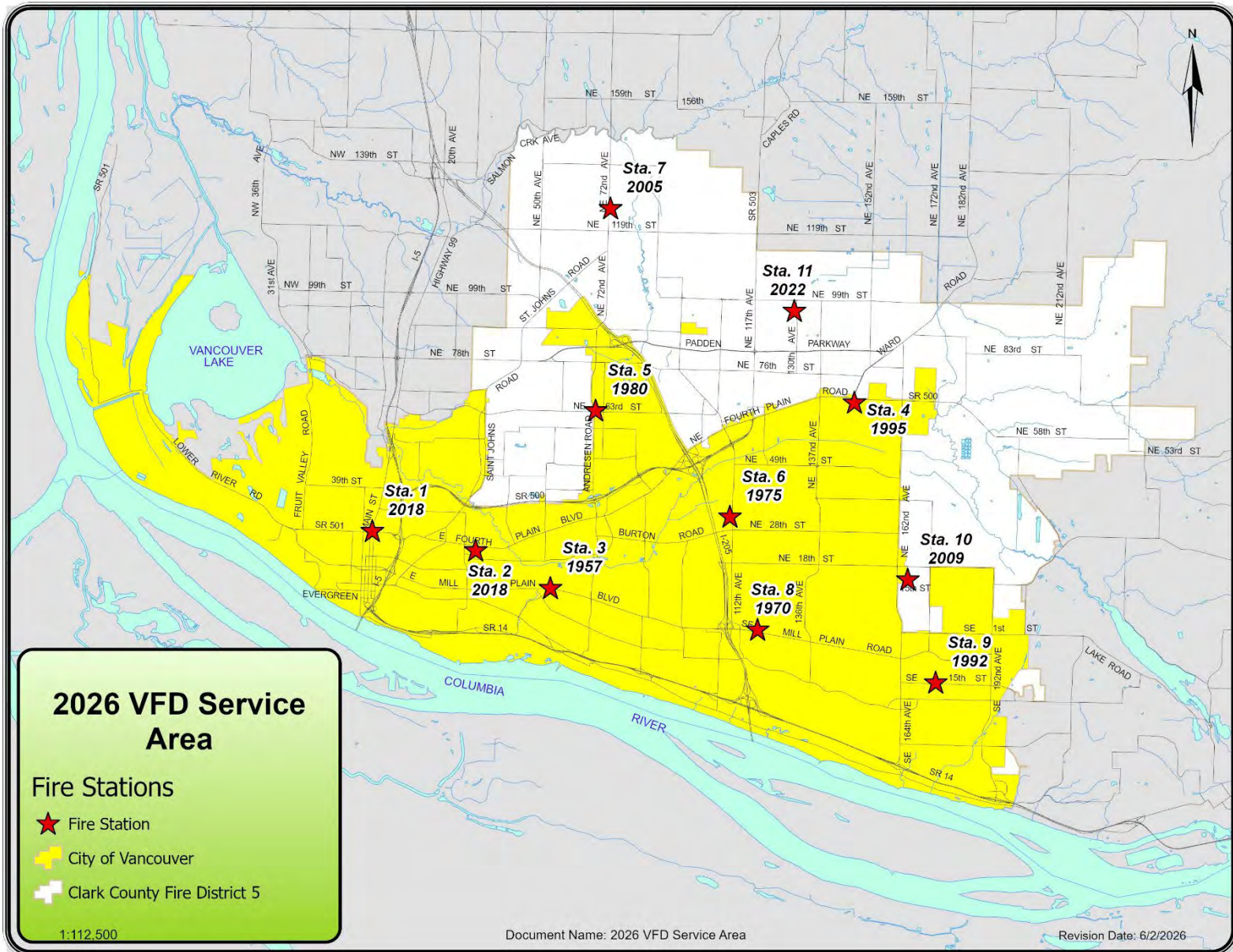
- **Monitoring** – Continuing attention directed at progress toward our goal achievement
- **Evaluating** – Determining optimal data criteria and our measures of effectiveness
- **Analyzing** – Identifying trends to determine necessary adjustments
- **Learning** – Determining the most effective goal strategies, goal tactics, and goal benchmarks
- **Improving Goal Strategies** – Adjusting our plans to facilitate our goal achievement
- **Improving Goal Tactics** – Adjusting our tasks to facilitate our goal achievement
- **Improving Goal Benchmarks** – Adjusting our criteria for successful goal achievement

Ultimately, when reflective and immediate responsiveness in performance management practices occurs throughout all levels of the organization, we will skillfully enhance our ability to continually improve performance, thus maintaining our vision of remaining on the forefronts of public safety and emergency services.

Conclusion

Specific, deliberate, and ongoing efforts are essential to the overall success of our 2026-2029 VFD Strategic Plan. Without question, every sworn and civilian member of our department plays not only a vital role in its successful implementation, but more importantly, a dynamic role in its institutionalization. Therefore, it is important to understand that a strategic plan is a product that will not, in and of itself, affect positive organizational change. These tenets reinforce the imperative that performance leadership, performance measurement, and performance management processes are essential to our success in delivering exceptional public safety and emergency services. Ultimately, as a united team that values the diverse perspectives of our most important resource; our sworn and civilian personnel, we will prepare the VFD for the future.

2026 VFD Service Area





Vancouver Fire Department

Response Statistics



CLARK COUNTY

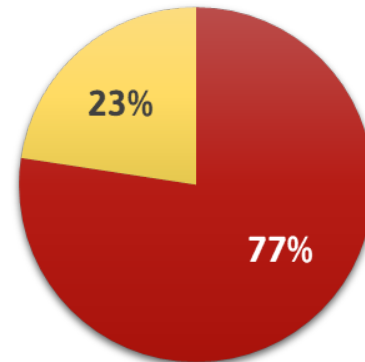
Total Incidents

39,907

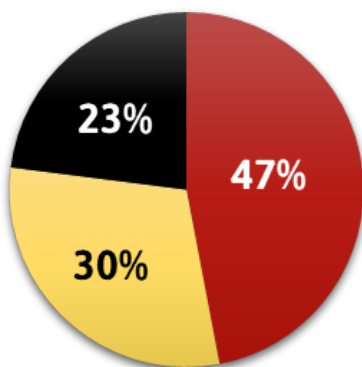
Average Incidents Per Day

109.33

2026 Q1 Incident Dispersal

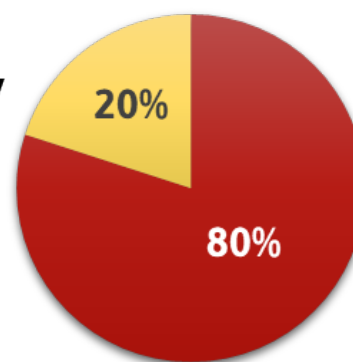


■ City of Vancouver ■ CCFD5



2025 Priority Category

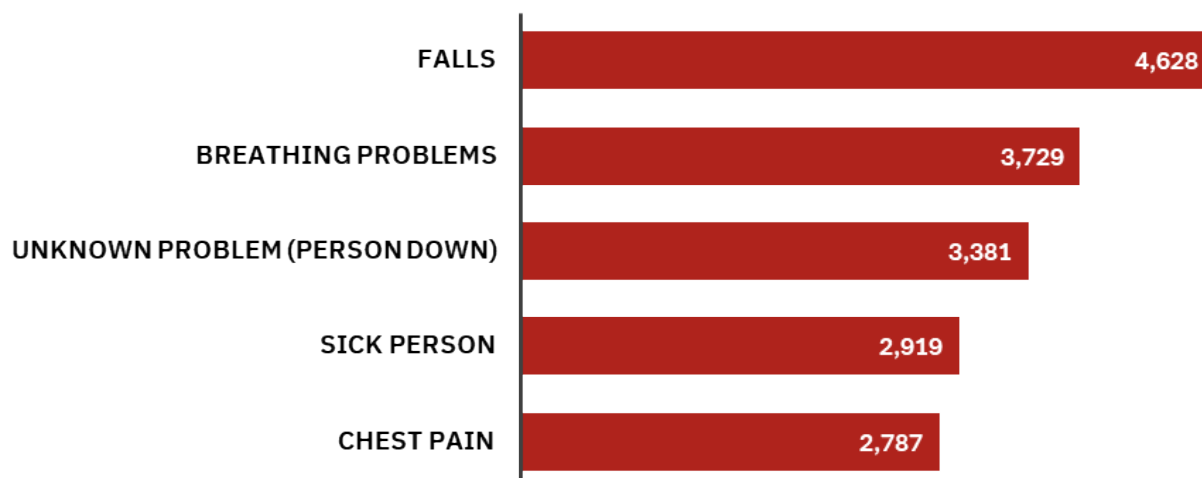
■ P1 & P2
■ P3 & P4
■ P5



2025 Call Category

■ EMS
■ Non-EMS

Top 5 Dispatched Incident Types in 2025





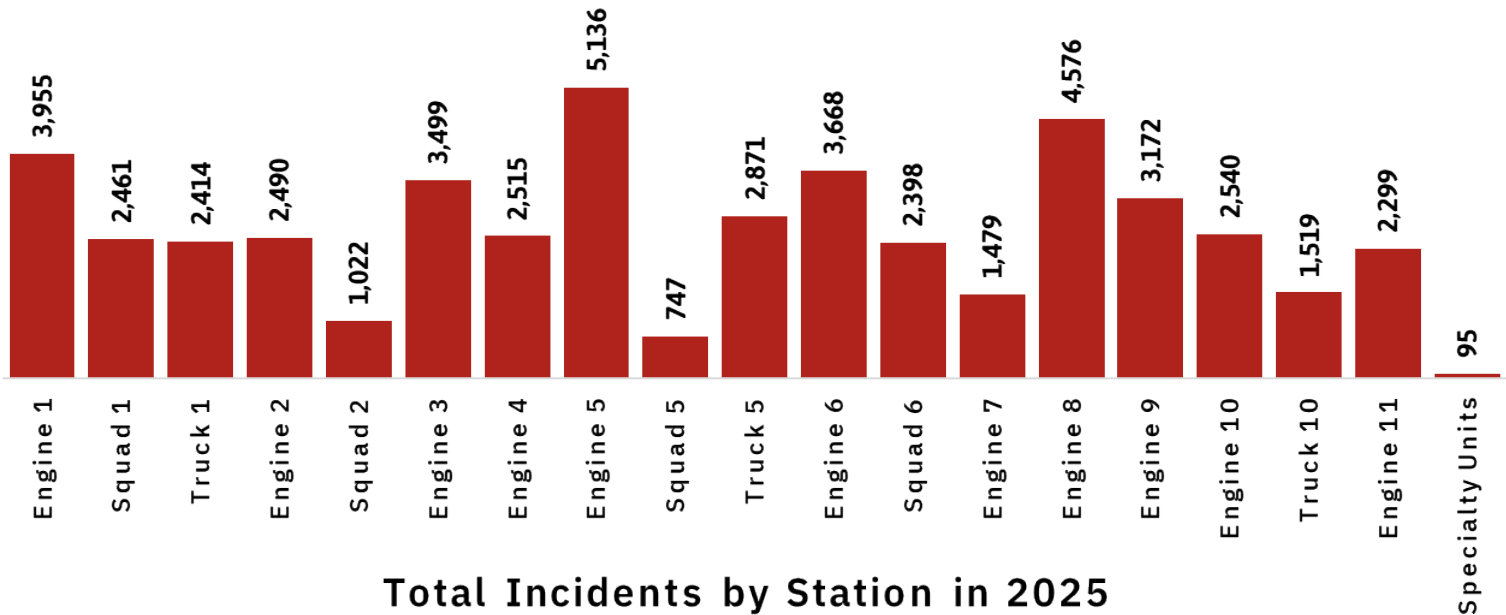
Vancouver Fire Department

Response Statistics

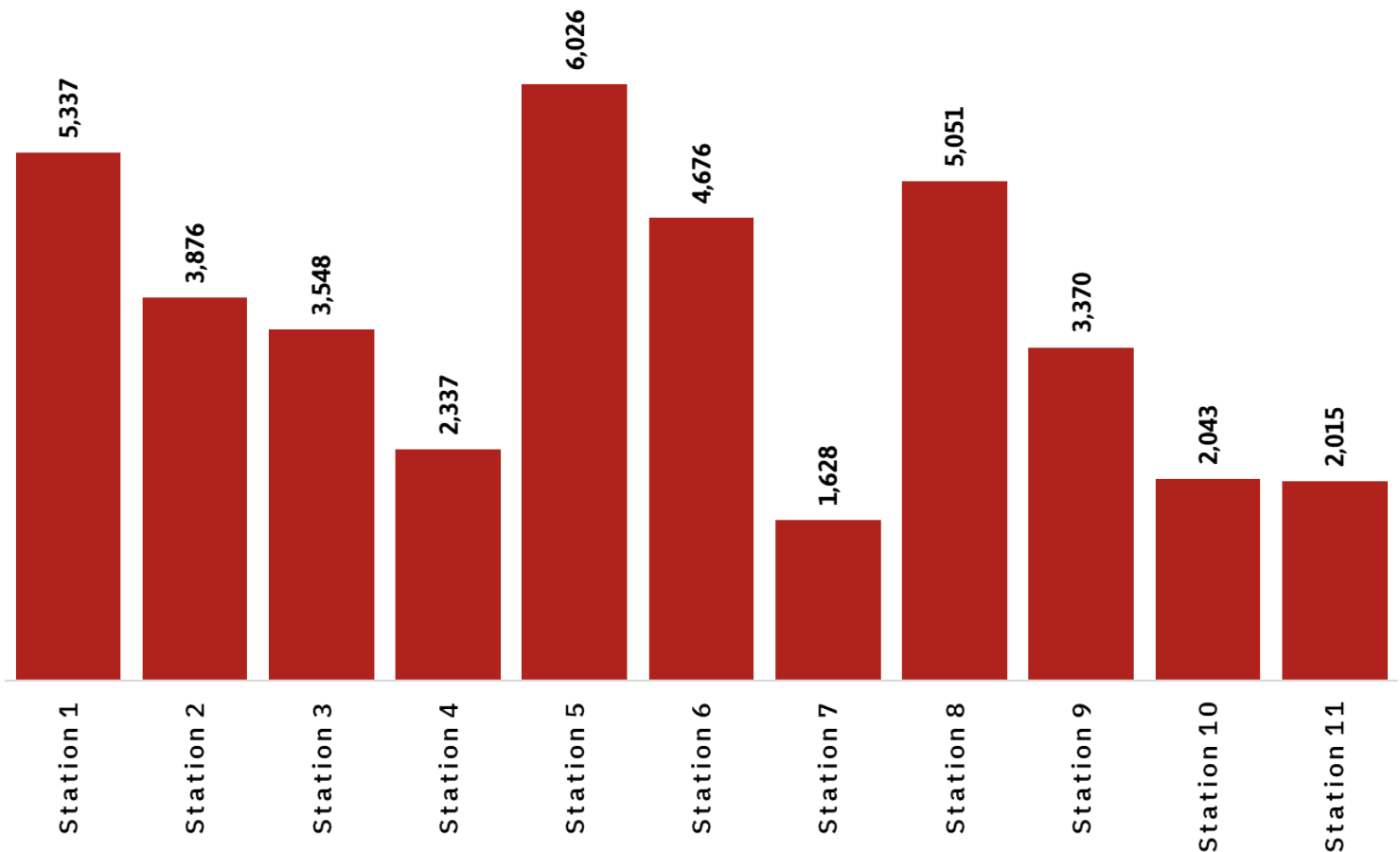


CLARK COUNTY

Total Responses by Unit in 2025



Total Incidents by Station in 2025





Goal 1

Deliver Exceptional Public Safety and Emergency Services

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community	1.1.1 Conduct a comprehensive Standard of Coverage analysis that addresses the National Fire Protection Association (NFPA) 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Services (EMS), and Special Operations. Optimize resource distribution, concentration, reliability, and Effective Response Forces (reference Washington Surveying & Rating Bureau [WSRB] ratings) when considering deployment models.	FC/EOPS/ AOPS
	1.1.2 Continually evaluate, redeploy, reconfigure, and augment personnel, apparatus, and resources based on community, public safety, and emergency service needs identified in the Standards of Cover analysis.	FC/EOPS/ AOPS
	1.1.3 Evaluate and reconcile staffing levels per rank and attribute to ensure adherence to minimum requirements.	EOPS
	1.1.4 Develop comprehensive, specialized strategic plans, performance measurement, and performance management processes for resources assigned to Emergency Operations, Administrative Operations, and the Fire Marshal's Office.	EOPS/ AOPS/FM
	1.1.4.1 Emergency Operations	EOPS
	1.1.4.2 Administrative Operations	AOPS
	1.1.4.3 Fire Marshal's Office	FMO
	1.1.4.4 Emergency Medical Services (EMS) Division	EMS
	1.1.4.5 Training Division	TRG
	1.1.4.6 Logistics Division	LOG
	1.1.4.7 Health and Safety	SPEC OPS
	1.1.4.8 Marine/Shipboard	SPEC OPS
	1.1.4.9 Hazardous Materials	SPEC OPS
	1.1.4.10 Technical Rescue	SPEC OPS
	1.1.4.11 Wildland Fuel Management	EOPS
	1.1.4.12 Community Risk Reduction (CRR)	FMO
	1.1.4.13 Peer Support Team	AOPS

Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS		RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community (continued)	1.1.5	Develop comprehensive Continuity of Operations, Maximum Commitment and Surge (Upstaffing) Plans to address urgent public safety and emergency service demands.	EOPS
	1.1.6	Develop comprehensive operational manuals with updated policies, procedures, and guidelines to facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.	EOPS
		1.1.6.1 High Rise Operations	EOPS
		1.1.6.2 Hazardous Materials Operations	SPEC OPS
		1.1.6.3 Wildland Urban Interface/Intermix Operations	EOPS
		1.1.6.4 Community Wildfire Protection Plans	EOPS
		1.1.6.5 Mass Casualty Operations	EOPS
		1.1.6.6 Active Threat Operations	EOPS
		1.1.6.7 Rapid Intervention Procedures	EOPS
		1.1.6.8 Disaster Response Operations	EOPS
		1.1.6.9 Earthquake Operations	EOPS
		1.1.6.9 Railroad Operations	EOPS
	1.1.7	Prioritize the development of essential VFD programs, policies, and procedures that provide clear expectations and facilitate success in our mission: to preserve life, protect property, and ensure a safe, prepared community.	AOPS
		1.1.7.1 Professional Standards	AOPS
		1.1.7.2 Progressive Engagement	AOPS
		1.1.7.3 Progressive Discipline	AOPS
	1.1.8	Prioritize the review process and update of existing VFD policies, procedures, and standard operating guides (SOG) to support optimal practices and services.	EOPS/AOPS

Deliver Exceptional Public Safety and Emergency Services

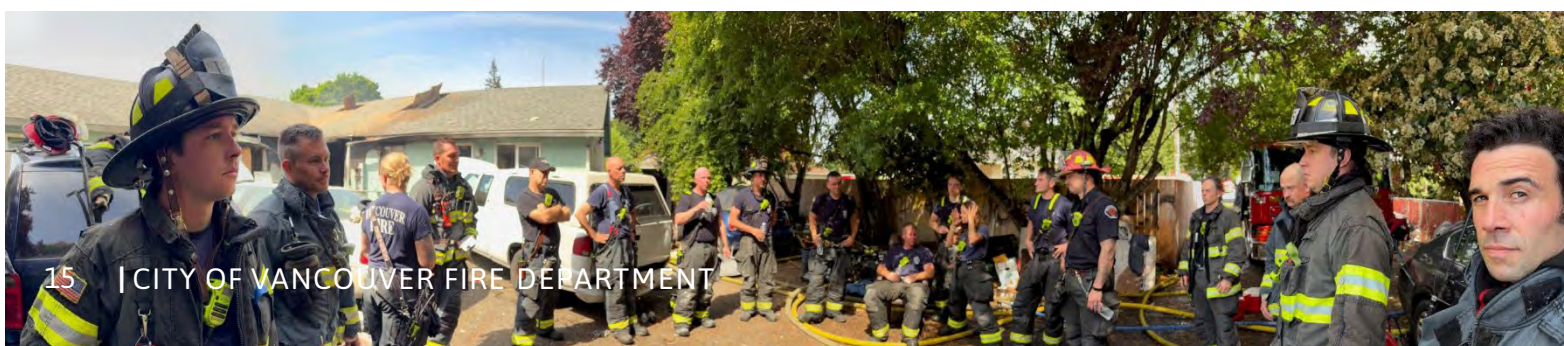
STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Ensure optimal resource deployment to meet the evolving needs of our community (continued)	1.1.9 Upgrade technology to improve response times, service, and safety (e.g., data analysis software, Mobile Display Computers [MDC], Response Guide interface, Geographic Information Services [GIS]).	AOPS
	1.1.10 Examine and reinforce operational effectiveness through established and ad hoc VFD committees (e.g., Safety, Wildland, Apparatus, Incident Review, Equipment Evaluation, Station Design, Awards, and Policy Committees).	EOPS/AOPS
	1.1.11 Develop regional relationships and explore potential service models as opportunities to improve regional services (e.g., annexation or Regional Fire Authority).	FC
	1.1.12 Explore options to cultivate public, private, and nonprofit sector partnerships to enhance operational capacity.	FC/EOPS



Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
2 Develop City and regional partnerships to improve operational capacity and manage large-scale incidents and events	1.2.1 Collaborate with federal, state, and local partners on Event Action Plans (EAP) and Incident Action Plans (IAP) when preparing for and responding to large-scale incidents and planned events (e.g., Federal Emergency Management Agency [FEMA], Homeland Security, Vancouver Police Department, Clark County Sheriff's Office, Washington State Patrol, Washington Department of Transportation [WADOT], City General Services, City Parks & Recreation, and City Public Works).	EOPS
	1.2.2 Coordinate with public safety partners to ensure mass gathering venues and institutions are prepared for localized emergencies (e.g., mass casualty, hazardous materials, and active threat incidents).	EOPS/FMO
	1.2.3 Partner in the completion of timely post-incident analyses (PIA) for large-scale incidents and planned events to improve public safety, emergency services, and first responder safety.	EOPS
	1.2.4 Partner in establishing formal Incident Management Teams with Emergency Operations Center (EOC) capabilities through comprehensive training and preparedness (e.g., Incident Command System [ICS], Command Staff, General Staff, and supporting roles).	EOPS
	1.2.5 Establish formal VFD Incident Management Teams with Department Operations Center (DOC) through comprehensive training and preparedness (e.g., ICS, Command Staff, General Staff, and supporting roles).	EOPS
	1.2.6 Establish DOC capabilities at Fire Station 5 (primary location) and Fire Station 10 (alternative location).	EOPS
	1.2.7 Collaborate with Public Works to improve the inspection, operation, flow, and pressure checks of City fire hydrants adhering to a 5 year maintenance schedule (reference WSRB ratings).	EOPS/AOPS
	1.2.8 Explore options to invest in Mass Casualty Incident (MCI) apparatus deployable in the City of Vancouver or throughout the region.	AOPS



Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Elevate the delivery of Emergency Medical Services (EMS) to ensure the highest quality of patient care	1.3.1 Continually review EMS demands and clinical trends to assess emerging community needs and improve performance on established EMS quality measures.	EMS
	1.3.2 Collaborate with law enforcement agencies to improve responsiveness and safety at EMS incidents involving violence, substance abuse, and mental health concerns.	EOPS/EMS
	1.3.3 Explore permanent funding options for EMS personnel to ensure the EMS Division can manage the community's growing EMS demands.	FC/AOPS
	1.3.4 Evaluate alternative delivery models to accommodate patient care needs (e.g., Community Assistance Referral and Education Services [CARES], Mobile Integrated Healthcare [MIH], and community paramedicine).	EMS
	1.3.5 Collaborate with Clark County Medical Program Director (MPD) and Nurse Navigation Program personnel to improve resource availability and reliability in the EMS system.	EMS
	1.3.6 Budget for advances in medical equipment and supplies that provide opportunities for positive patient outcomes (e.g., blood delivery and cardiac monitors).	AOPS/EMS
	1.3.7 Collaborate with public safety partners to enhance mental health support and provide definitive care for patients.	AOPS
	1.3.8 Explore options to support and expedite the timely delivery of EMS Ongoing Training and Evaluation Program (OTEP).	EMS
	1.3.9 Explore options to support structured emergency medical technician (EMT) to Paramedic career development pathways.	EMS

Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Elevate the delivery of Emergency Medical Services (EMS) to ensure the highest quality of patient care (continued)	1.3.10 Collaborate with local hospitals, Clark Regional Emergency Services Agency (CRESA), and partnering agencies to streamline Electronic Patient Care Report (ePCR) workflows.	EMS
	1.3.11 Explore EMS training opportunities to support advanced certifications for EMT-Paramedics (e.g., Advanced Cardiac Life Support [ACLS], and Pediatric Advanced Life Support [PALS]).	AOPS/EMS
	1.3.12 Maintain collaborative relationships with the Washington State Department of Health (DOH), MPD, and American Medical Response (AMR) to provide optimal patient care.	EMS
4 Reinforce and strengthen all-hazard emergency response capabilities	1.4.1 Negotiate, revise, and update Automatic Aid and Mutual Aid Agreements at a minimum of every three years.	AOPS
	1.4.2 Research contemporary operational standards and deliver effective structure and wildland urban interface (WUI) firefighting training.	EOPS
	1.4.3 Provide quarterly didactic and practical training focused on current operational, management, and safety trends (e.g., Battalion-led training and command clinics).	EOPS/BC
	1.4.4 Coordinate with regional public safety partners to establish pre-incident plans and enhance our level of response during aviation and maritime events (e.g., Pearson Field, Portland International Airport, and Columbia River).	EOPS
	1.4.5 Develop and deliver promotional programs to facilitate enhanced competencies and upward mobility (e.g., Engineer, Captain, and Battalion Chief).	TRG
	1.4.6 Collaborate with our regional public safety partners to enhance interoperability and develop common, regional SOG.	EOPS

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
5 Maintain an optimal state of readiness for potential homeland security and terrorist incidents	1.5.1 Use incident data, risk assessments, and population density analyses to pursue funding opportunities for special operations (e.g., Hazardous Materials, US&R, Marine, and Homeland Security).	SPEC OPS/EMS
	1.5.2 Improve information sharing and integrated planning with regional law enforcement partners to prepare for emergency incidents and threats to critical infrastructure.	EOPS
	1.5.3 Upgrade chemical, biological, radiological, nuclear, and explosives (CBRNE) detection and response capabilities.	SPEC OPS
6 Strengthen communications, alarm notifications, and dispatch procedures	1.6.1 Collaborate with CRESA to determine opportunities to improve alarm processing and dispatching times to emergency and non-emergency incidents (NFPA 1225 - Standard for Emergency Services Communications).	EOPS/AOPS
	1.6.2 Collaborate with CRESA to evaluate and explore options to improve fire station alerting and notification systems.	AOPS/CT
	1.6.3 Enhance liaison capabilities with CRESA to share technical expertise and improve system performance.	FC
	1.6.4 Liaise with CRESA to regularly evaluate computer-aided dispatch (CAD) response performance and identify opportunities for system improvement.	EOPS
	1.6.5 Collaborate with CRESA to enhance emergency incident dispatch algorithms.	FC
	1.6.6 Collaborate with CRESA to identify training opportunities to improve performance and shared understanding of each agency's roles.	EOPS

Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
7 Improve staffing, facilities, and apparatus to facilitate operational and administrative effectiveness	1.7.1 Explore opportunities to budget, recruit, hire, and develop support staff to facilitate operational and administrative capacity (e.g., Support Specialists, Material Control Coordinator, Administrative Assistant, Chief of Staff, FireStat Data Analyst, Professional Standards Manager, Emergency Services Manager, and Community Liaison Officer).	FC
	1.7.2 Explore opportunities to establish a Planning Section to facilitate proactive analyses of universal trends and establish effective programs, policies and operational preparedness.	FC
	1.7.3 Evaluate the effectiveness and provide recommendations for incorporating Training Division roles for each rank.	EOPS/TRG
	1.7.4 Coordinate with City departments and external contractors to facilitate the optimal design and timely completion of construction projects at Fire Stations 3, 6, and 8.	AOPS
	1.7.5 Collaborate with City Public Works to analyze and support Fire Shop staffing needs, thus ensuring necessary maintenance of apparatus and equipment.	AOPS/FA
	1.7.6 Forecast, plan, and budget for recommended apparatus replacement cycles.	AOPS
	1.7.7 Evaluate additional facility options to enhance public safety (e.g., fire stations, apparatus maintenance facilities, and training facilities).	FC



Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
8 Explore opportunities to enhance Special Operations response capabilities	1.8.1 Ensure all deployable special operations teams maintain federal, state, and local response and safety standards (e.g., Marine, Shipboard Firefighting, Hazardous Materials, and Technical Rescue).	SPEC OPS
	1.8.2 Support special operations team endeavors by recommending necessary staffing, budget, grant administration, training, and equipment.	SPEC OPS
	1.8.3 Develop operational guidelines in concurrence with federal, state, and local standards for first-arriving resources at special operations incidents.	EOPS/SPEC OPS
	1.8.4 Maintain the Heavy Rescue apparatus as a mobile technical rescue resource for VFD and regional response.	SPEC OPS
	1.8.5 Explore opportunities for creating a multi-agency regional hazardous materials team.	SPEC OPS
	1.8.6 Explore opportunities to establish a regional Type 3 Urban Search & Rescue (US&R) Task Force.	SPEC OPS
	1.8.7 Continue participation in the Maritime Fire Safety Association (MFSA) to enhance regional response to maritime incidents on the Columbia and Willamette Rivers.	SPEC OPS
	1.8.8 Collaborate with City General Services and Risk Management to evaluate heavy equipment sharing agreements with public, private, and regional partners to improve reliability in emergency incident operations.	SPEC OPS



Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
9 Maintain and develop innovative prevention and code enforcement programs that advance public safety and reduce risk	1.9.1 Continue enforcing compliance with current laws, fire and life safety codes, and standards to enhance public safety efforts.	FMO
	1.9.2 Explore opportunities to expand the Fire and Life Safety Inspection Compliance Program to reduce risk and fire loss exposure.	FMO
	1.9.3 Strengthen intradepartmental communications and collaboration between Emergency Operations and the Fire Marshal's Office (FMO) (e.g., pre-incident planning, specialized fire protection system and process familiarization, and response guide updates) (refer to WSRB ratings).	EOPS/FMO
	1.9.4 Maintain an effective cost recovery rate for the Fire and Life Safety Inspection Compliance Program.	FMO
	1.9.5 Adhere to requirements for new construction projects by prioritizing plan review and same-day fire inspection requests per Vancouver Municipal Code (VMC).	FMO
	1.9.6 Ensure city-wide operational readiness and integrity of required fire protection systems (e.g., smoke control, explosion control, and fire sprinkler systems).	FMO
	1.9.7 Upgrade the FMO's records management system to increase compliance, public safety, and efficiency.	FMO
	1.9.8 Cultivate partnerships with developers and fire protection contractors to find city-wide solutions that maintain safety, reduce risk, and ensure fire code compliance.	FMO
	1.9.9 Develop Planned Event Commitment Worksheets that provide recommendations for resource deployment at permitted and special events.	FMO
	1.9.10 Enhance the Unwanted Alarm Program objectives to reduce false alarms and improve emergency resource availability.	FMO



Deliver Exceptional Public Safety and Emergency Services

STRATEGIES		TACTICS	RESPONSIBLE LEAD
9	Maintain and develop innovative prevention and code enforcement programs that advance public safety and reduce risk (continued)	1.9.11 Optimize the technical plan review and approval process for special hazard fire operational permits.	FMO
		1.9.12 Ensure the effective implementation of required Emergency Responder Radio Systems (ERRS) applicable to new and existing commercial construction.	FMO
		1.9.13 Actively track and enforce compliance with the Washington high-rise fire sprinkler retrofit mandate for multi-family residential occupancies (reference 2021 Washington State Fire Code, Section 1103.5.4)	FMO
		1.9.14 Collaborate with law enforcement agencies to determine the feasibility of Community Risk Reduction (CRR) ordinances that enhance public safety.	FMO
		1.9.15 Maintain adherence to a three-business day response window for FMO customer service requests.	FMO
10	Partner with federal, state, and local agencies to ensure delivery of optimal public safety services to People Experiencing Homelessness (PEH)	1.10.1 Advocate and provide public safety services for the wellbeing and safeguarding of People Experiencing Homelessness (PEH).	EMS
		1.10.2 Partner with VPD, Clark County Sheriff's Office, and Homeless Assistance and Resources Team (HART) to address the risks associated with incidents and events at homeless encampments.	FMO
		1.10.3 Collaborate with HART and other community and public safety partners to centralize data collection, increase access to resources, and improve the wellbeing and stability of PEH.	EMS
		1.10.4 Support HART efforts to ensure accurate and timely information regarding the highest-need encampment locations, unauthorized electrical and water access, and unauthorized commercial habitations.	EMS/FMO
		1.10.5 Collaborate with City Council members, the City Manager's Office, HART, and law enforcement agencies to determine solutions to reduce the loss of life, increase access to mental health and substance abuse treatments, and evacuate PEH from imminent-risk locations.	FC
		1.10.6 Educate employees to provide referrals to appropriate PEH social service agencies and resources.	EMS

Goal 1

Deliver Exceptional Public Safety and Emergency Services

STRATEGIES	TACTICS	RESPONSIBLE LEAD
11 Uphold and ensure the legal responsibilities for fire/arson investigation laws	1.11.1 Collaborate with federal, state, and local agencies for rapid response to large-scale incidents or events to improve investigative processes and evidence preservation.	FMO
	1.11.2 Collaborate with law enforcement agencies to improve arson and related crime outcomes.	FMO
	1.11.3 Restructure and optimize fire investigation scene procedures and upgrade reporting standards to create greater efficiencies.	FMO
	1.11.4 Budget for the appropriate deployment of resources to support the City Fireworks Ordinance Enforcement Program.	FMO







Goal 2

**Promote a Safe, Healthy Work Environment
that Effectively Manages Personal and
Organizational Risk**

Goal 2

Promote a Safe, Healthy, and Progressive Work Environment that Effectively Manages Personal and Organizational Risk

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Embrace a culture of health and safety	2.1.1 Explore options to develop a dedicated Health and Safety Officer (HSO) position (NFPA 1550 – Standard for Emergency Responder Health and Safety).	FC/EOPS
	2.1.2 Provide comprehensive training and education to develop safety officer competencies (NFPA 1550).	HSO/TRG
	2.1.3 Partner with City Risk Management to integrate effective risk management principles into practices and procedures.	HSO
	2.1.4 Refine Safety Committee processes to identify, address, and effectively communicate results regarding safety concerns (Washington Administrative Code [WAC] 296-800-13020 – Establish and Conduct Safety Committees).	HSO
	2.1.5 Develop formal review processes to address concerns associated with personnel safety (e.g., Near-Miss Incidents)	HSO
	2.1.6 Annually review and update accident prevention programs.	HSO
2 Upgrade equipment and facilities to elevate health and safety standards	2.2.1 Create policies to ensure VFD-issued personal protective equipment (PPE) meets industry best practices and adheres to current safety standards.	AOPS
	2.2.2 Explore and pursue funding mechanisms to enhance carcinogen reduction efforts at all stations (e.g., PPE laundering extractors [NFPA 1851 – Standard on Selection, Care, and Maintenance of Protection Ensembles for Structural and Proximity Firefighting], and vehicle exhaust removal systems [NFPA 1550]).	AOPS
	2.2.3 Ensure facilities meet or exceed federal, state, and local safety laws, rules, and policies.	AOPS
	2.2.4 Explore funding options to provide and maintain commercial-grade fitness equipment.	AOPS

Goal 2

Promote a Safe, Healthy, and Progressive Work Environment that Effectively Manages Personal and Organizational Risk

STRATEGIES		TACTICS	RESPONSIBLE LEAD
3 Promote occupational health initiatives to enhance employee wellness	2.3.1	Collaborate with Risk Management to develop and deliver occupational health educational information that is informed by injury and illness report data.	HSO
	2.3.2	Provide mental/behavioral health education, screening, and referral services to enhance overall employee wellness in conformance with applicable laws (e.g., Peer Support, contracted mental health professional services, and City Employee Assistance Program).	AOPS/HSO
	2.3.3	Enhance the Peer Fitness Program to reduce and mitigate the repercussions of injuries.	HSO
	2.3.4	Evaluate the applicability of wellness practices and recommendations derived from the International Association of Firefighters (IAFF) and the International Association of Fire Chiefs (IAFC).	AOPS
	2.3.5	Collaborate with Risk Management to improve VFD employees' understanding of and access to the City Workers' Compensation Program.	AOPS
	2.3.6	Continue utilizing healthcare navigation services provided by the City to reduce time-loss and improve outcomes.	AOPS
4 Ensure safe apparatus operation through education, training, policy, and adherence to legal mandates	2.4.1	Improve Driver Operator curriculum and training methods to maintain adherence to legal requirements and improve operational effectiveness.	TRG
	2.4.2	Maintain a cadre of Subject Matter Experts (SME) capable of delivering standardized Emergency Vehicle Incident Prevention (EVIP) training to VFD employees.	TRG
	2.4.3	Institutionalize a formalized process for firefighters to regularly practice non-emergency driving.	TRG
	2.4.4	Review and improve apparatus operation training manuals and task books (e.g., Engine Company, Truck Company, and specialized apparatus operations training).	TRG

Goal 2

Promote a Safe, Healthy, and Progressive Work Environment that Effectively Manages Personal and Organizational Risk





Goal 3

Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion

Goal 3

Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Modernize and diversify recruitment systems that reflect the community and attract high-quality candidates	3.1.1 Develop and implement a data-driven recruitment strategy that addresses goals to mirror community demographics.	FC/AOPS
	3.1.2 Collaborate with City Engagement and Access, Human Resources, and Communications to create inclusive, multi-lingual recruitment materials and related digital media content providing realistic job expectations, culture, and career paths.	AOPS
	3.1.3 Engage with educational institutions, trade programs, and community organizations to develop long-term recruitment access.	AOPS/TRG
	3.1.4 Audit and standardize hiring processes, mitigating barriers for underrepresented candidates (e.g., diverse interview panels and implicit bias training).	EOPS/AOPS
	3.1.5 Explore options to provide comprehensive candidate support including physical ability test preparation, tutoring, interview coaching, and mentorship.	AOPS/TRG
2 Strengthen community relationships, increase public trust, and create sustainable access to the fire service	3.2.1 Build and sustain relationships with schools, workforce development organizations, and community groups.	EOPS/FMO
	3.2.2 Establish a VFD Chief's Diversity Advisory Team (CDAT) to build relationships with our community members.	FC/EA
	3.2.3 Collaborate with City Communications to integrate VFD into existing communication channels and optimize engagement with our community.	SPEC OPS
	3.2.4 Collaborate with City Engagement and Access to support and participate in Vancouver for All initiatives.	AOPS



Commit to a Progressive, Respectful Organizational Culture That Advances Belonging, Equity, and Inclusion

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Develop structured mentorship and training that promotes engagement and access principles	3.3.1 Ensure all employees participate in City cultural competence and allyship training, supporting Vancouver for All.	TRG/HRG
	3.3.2 Implement a structured mentorship program across all ranks with defined expectations and regular check-ins.	TRG
	3.3.3 Provide leadership development, promotional preparation, and targeted support that embodies Vancouver for All and VFD values, ensuring equitable access to advancement opportunities.	EOPS/TRG
	3.3.4 Establish a Workforce & Recruitment Equity Committee with diverse stakeholder voices to provide counsel on strategic decisions.	FC/HRG
	3.3.5 Collaborate with City Human Resources to measure retention, engagement, mentorship, and demographic trends to facilitate continuous internal improvement.	HRG
	3.3.6 Increase recognition of employees who exemplify VFD vision, mission, core values, and goals.	AOPS
	3.3.7 Increase executive leadership engagement with all employees to advance VFD vision, mission, values, and goals.	FC
	3.3.8 Collaborate with Human Resources to assess department-wide measurement of belongingness and engagement.	AOPS/HRG



Goal 3

Commit to a Progressive, Respectful Organizational Culture That





Goal 4

Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

Goal 4

Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Institutionalize performance leadership, performance measurement, and performance management as core department functions	4.1.1 Provide clear performance leadership expectations through continual reinforcement of VFD vision, mission, core values, and goals in department communications: Vision – Future aspirations Mission – Fundamental purpose Core Values – Principle beliefs that affect the formal and informal cultures Goals – Clarity in priority of desired achievement or end-state Goal Strategies – Plans designed to achieve desired goals Goal Tactics – Actions specifically implemented to achieve desired goals Goal Benchmarks – Criteria established for goal achievement	FC/EOPS/AOPS/FM
	4.1.2 Employ performance measurement practices focused on a “metrics that matter” approach to determine effectiveness in goal achievement: Inputs – Resources invested to achieve goals Activities – Actions, tasks, or methods executed to achieve goals Outputs – Products resulting from the combination of inputs and activities Indicators – Incremental measurement toward desired goal achievement Targets – Incremental benchmarks toward desired goal achievement Goal Outcomes – Clarity in priority of desired achievement or end-state	FC/EOPS/AOPS/FM
	4.1.3 Ensure performance management, responsibility, and accountability practices are implemented to maintain or improve performance leadership and performance measurement tenets: Monitoring – Continuing attention directed at progress toward goal achievement Evaluating – Determining optimal data criteria and measures of effectiveness Analyzing – Identifying trends to determine necessary improvements Learning – Determining the most effective goal strategies, goal tactics, and goal benchmarks Improving Goal Strategies – Adjusting plans to facilitate goal achievement Improving Goal Tactics – Adjusting tasks to facilitate goal achievement Improving Goal Benchmarks – Adjusting criteria for goal achievement	FC/EOPS/AOPS/FM

Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES		TACTICS	RESPONSIBLE LEAD
1 Institutionalize performance leadership, performance measurement, and performance management as core department functions (continued)	4.1.4	Explore opportunities to reinstate and create administrative staff positions to assist with implementing and operationalizing performance measurement and management processes (e.g., Support Specialists, Material Control Coordinator, Administrative Assistant, Chief of Staff, FireStat Data Analyst, Professional Standards Manager, Emergency Services Manager, and Community Liaison Officer).	FC/AOPS
	4.1.5	Establish a Performance Leadership Committee.	FC/EA
	4.1.6	Establish a Performance Measurement Committee.	FC/BIA
	4.1.7	Establish a Performance Management Committee.	FC/EA
	4.1.8	Develop and implement training programs for each level of leadership that clarify participative leadership, performance measurement, and performance management practices.	FC/EOPS/AOPS/FM
	4.1.9	Ensure the implementation of goal tactics align with overarching VFD vision, mission, values, and goals.	EOPS/AOPS/FM
	4.1.10	Develop and maintain a standardized dashboard system that provides key performance indicator (KPI) visibility to support ongoing management processes.	BIA
	4.1.11	Provide transparent performance measurement data to internal and external stakeholders.	BIA
2 Build trust and engagement through transparency and effective communications	4.2.1	Utilize multiple communication platforms to share information, enhancing employee engagement.	FC/EOPS/AOPS/FM
	4.2.2	Establish consistent protocols at the executive level to ensure the clear and efficient flow of information.	EA
	4.2.3	Establish and maintain an up-to-date, centralized, and accessible internal digital library.	EA
3 Strengthen internal and external partnerships to enhance performance and services	4.3.1	Engage regional partners in a High Performing Organizations Program to discuss strategic processes for performance excellence.	FC
	4.3.2	Strengthen relationships and communication between Emergency Operations and Fire Marshal’s Office personnel (e.g., building inspection collaboration with crews, critical information sharing, and school visits).	EOPS/FM

Goal 4

Cultivate Interactive Leadership, Collaborative Partnerships, and Responsible Performance Management

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Strengthen internal and external partnerships to enhance performance and services	4.3.3 Strive to maintain positive relationships with labor organizations, associations, and nonprofit organizations (e.g., International Association of Firefighters [IAFF] 452, International Association of Fire Chiefs [IAFC], Vancouver Fire Department Guild, and Office & Professional Employee International Union [OPEIU]).	FC
	4.3.4 Establish engagement opportunities to enhance public safety endeavors with City partners (e.g., Vancouver Police Department [VPD], Parks and Recreation, and Public Works).	FC/EOPS
	4.3.5 Establish a Chief's Diversity Advisory Team (CDAT) with community leaders to facilitate benefits derived from diversity, access, and engagement endeavors.	FC/EA
	4.3.6 Encourage VFD participation in City employee resource groups (ERG) (e.g., Rainbow Brigade, Disability, and Building Relationship, Inclusion, Diversity, Growth, and Equity [B.R.I.D.G.E]).	FC/EOPS/ AOPS/FM
4 Provide forums to constructively discuss concerns, address challenges, and identify opportunities for improvement	4.4.1 Establish forums that foster regular interaction between executive leadership and the workforce.	FC/EOPS/ AOPS/FM
	4.4.2 Organize meetings between administration and external stakeholder groups to ensure VFD goals align with community needs.	FC/FM
	4.4.3 Encourage the use of through-channels letters to recommend ideas that impact operations and budget.	EA
5 Maintain a culture of service, professionalism, and accountability	4.5.1 Track KPIs to provide consistent feedback and guidance to employees, ensuring transparency in metrics that matter.	BIA
	4.5.2 Coordinate recognition of exceptional service, performance, and contributions from sworn and civilian employees.	AOPS
	4.5.3 Collaborate with City Human Resources to develop a streamlined complaint investigation process to increase transparency and expedite appropriate resolutions.	AOPS/HRG
	4.5.4 Develop training for supervisors in employee management, coaching, and critical conversation techniques.	FC/EOPS/ AOPS/FM



Goal 5

Foster Personal Growth, Professional Development, and Organizational Succession

Goal 5

Foster Personal Growth, Professional Development, and Organizational Succession

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Update and modernize training facilities, infrastructure, and resources	5.1.1 Collaborate with public safety partners to secure a regional multipurpose training facility.	FC/EOPS/TRG
	5.1.2 Ensure future fire stations include infrastructure to support on-duty classroom instruction.	AOPS
	5.1.3 Explore options to build a multi-story, Class A live-fire training prop and appropriate training area (NFPA 1403 – Standard on Live Training Evolutions).	EOPS/AOPS/TRG
	5.1.4 Explore opportunities to acquire land for additional training resources.	FC/AOPS/TRG
	5.1.5 Explore options to procure additional training props to increase access across stations and decentralize training capabilities.	AOPS/TRG
2 Deliver high-quality comprehensive training and education	5.2.1 Evaluate the staffing needs of the Training Division and explore opportunities to incorporate training positions for all ranks.	FC/AOPS/TRG
	5.2.2 Prepare, update, and provide comprehensive task books to document employee qualifications and prepare for promotional opportunities.	EOPS/TRG
	5.2.3 Expand the availability of practical academies for specific topics (e.g., Incident Command Systems [ICS], officer [NFPA 1021 – Standard for Fire Officer Professional Qualifications], truck, engineer, and wildland).	EOPS/AOPS/TRG
	5.2.4 Conduct quarterly command training focused on current operational, management, and safety trends (e.g., Battalion- Led Training and Command Clinics).	TRG/HSO/BC
	5.2.5 Improve workflows to ensure Federal, State, and Local training documentation standards are met (reference Washington Surveying & Rating Bureau grading schedule).	TRG
	5.2.6 Assign dedicated fire apparatus for ongoing training (e.g., crew training, academy training, engineer development, and promotional preparation).	AOPS/TRG
	5.2.7 Establish a process to evaluate external conferences, seminars, and educational opportunities, encouraging employee participation in programs that enhance personal and organizational growth.	AOPS

Goal 5

Foster Personal Growth, Professional Development, and Organizational Succession

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Provide leadership training to cultivate future generations of leaders	5.3.1 Create a career development program to provide a pathway for growth within the organization.	EOPS/AOPS/TRG
	5.3.2 Develop a pathway for current emergency medical technicians (EMT) to Paramedic certification.	EOPS/AOPS/EMS
	5.3.3 Establish a formal mentorship program to foster growth and upward mobility throughout all ranks and specialties.	EOPS/AOPS/TRG
	5.3.4 Communicate opportunities in the Tuition Reimbursement Program that allow more employees to pursue approved degrees and certifications.	FC/AOPS
4 Develop a formal mentorship program for career advancement	5.4.1 Establish career development and formal succession planning programs for administrative positions.	FC/EOPS/AOPS/FM
	5.4.2 Allocate additional resources dedicated to recruiting, training, and creating advancement opportunities for non-sworn personnel.	FC/AOPS/TRG
	5.4.3 Establish regularly scheduled promotional processes to enhance competencies and facilitate upward mobility and succession planning.	TRG
	5.4.4 Explore opportunities to host entry-level physical and written exams for firefighter candidates, with the goal of increasing engagement and access for local applicants.	TRG



Goal 5

Foster Personal Growth, Professional Development, and Organizational Succession





Goal 6

Identify, Implement, and Integrate Emerging Technological Innovations

Goal 6

Identify, Implement, and Integrate Emerging Technological Innovations

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Fortify mission-critical application software	6.1.1 Identify software applications that are essential to provide optimal emergency services.	EOPS/CT
	6.1.2 Implement inventory control software and paperless technology applications to streamline inventory management processes.	LOG
	6.1.3 Ensure controlled substance management software meets evolving standards.	EMS/LOG
	6.1.4 Invest and partner in the Clark County Public Safety Data Collaborative Program to improve data analyses and services throughout the region.	BIA
2 Procure and maintain mission-critical apparatus and equipment	6.2.1 Explore partnerships and funding options for a mobile command post to support extended operations and serve as a contingency Department Operations Center (DOC).	FC/FA
	6.2.2 Procure and distribute additional Thermal Imaging Cameras (TIC) per crew for increased safety and improved operational effectiveness at incidents or events.	LOG
	6.2.3 Upgrade vehicle lighting packages for improved safety and visibility.	FLEET
	6.2.4 Explore opportunities for a drone program to enhance intelligence gathering and operational effectiveness.	EOPS/CT
	6.2.5 Develop and enforce policies to facilitate responsible camera use.	EOPS/TRG



Identify, Implement, and Integrate Emerging Technological Innovations

STRATEGIES	TACTICS	RESPONSIBLE LEAD
3 Optimize communication platforms, dispatch interface capabilities, and service continuity	6.3.1 Collaborate with Clark Regional Emergency Services Agency (CRESA) on improved communication and dispatch processes (NFPA 1225).	FC
	6.3.2 Create a focus group to explore innovative software and hardware advancements (e.g., Response Guides, Dispatch Information, and Digital Mapping).	RC
	6.3.3 Increase radio communications and reliability through satellite applications (e.g., FirstNet satellite beta testing).	RC
	6.3.4 Explore radio communications improvement opportunities through the use of very high frequency (VHF) and ultra high frequency (UHF) platforms.	AOPS/RC
	6.3.5 Coordinate with CRESA to explore opportunities to provide alternate and auxiliary dispatch systems (reference Washington Surveying & Rating Bureau [WSRB] ratings).	EOPS/AOPS
4 Streamline departmental communications utilizing optimal digital productivity applications	6.4.1 Implement electronic signature software for chain of command approvals.	EA
	6.4.2 Utilize online and asynchronous technologies to deliver information across the VFD.	EA
	6.4.3 Ensure adherence to City of Vancouver Social Media Use and Artificial Intelligence (AI) policies promoting ethical, appropriate, and risk-averse practices.	AOPS/PIO
	6.4.4 Create a focus group to explore AI applications for administration, training, and emergency operations.	AOPS
	6.4.5 Solicit feedback to improve the end user experience of the VFD intranet.	EA
	6.4.6 Research policy management technology to improve accuracy, accessibility, and compliance.	AOPS

Goal 6

Identify, Implement, and Integrate Emerging Technological Innovations





Goal 7

Strengthen Disaster Preparedness, Response, and Community Resilience

Goal 7

Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES	TACTICS	RESPONSIBLE LEAD
1 Enhance preparation, response, and recovery capabilities for large-scale events and disasters	7.1.1 Update disaster policy and operational manuals addressing natural and technological disasters.	EOPS
	7.1.2 Develop reliable communication plans and network capabilities with primary, secondary, and tertiary contingencies.	EOPS
	7.1.3 Collaborate with public safety partners to create a regionalized disaster response plan aligning interoperable priorities, communications, and terminology.	EOPS
	7.1.4 Collaborate with regional partners to identify water supply vulnerabilities and develop alternate water source plans (e.g., drafting operations).	EOPS
	7.1.5 Explore additional grant opportunities to support disaster training and equipment purchases.	AOPS
	7.1.6 Ensure each station's disaster supply inventory is adequate to support protracted incidents.	LOG
	7.1.7 Collaborate with Clark Regional Emergency Services Agency (CRESA) and the City of Vancouver to include VFD employees in the City's Employee Preparedness Program.	AOPS
	7.1.8 Collaborate with regional partners to develop a Stranded Worker Program that bridges geographic barriers during urgent circumstances.	EOPS
	7.1.9 Certify FMO personnel in Applied Technology Council (ATC) 20 building evaluation standards to deploy in the event of a disaster.	FMO
2 Enhance facilities and disaster recovery procedures to meet essential service needs	7.2.1 Develop a highly efficient and effective Department Operation Center (DOC).	EOPS/AOPS
	7.2.2 Ensure seismic retrofitting of existing facilities meets current code requirements.	AOPS
	7.2.3 Develop a comprehensive fuel plan to sustain emergency services during large-scale incidents or disasters.	AOPS

Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES		TACTICS	RESPONSIBLE LEAD
3 Pursue and engage in Community Risk Reduction (CRR) efforts designed to reduce fire and life-safety risk	7.3.1	Conduct a comprehensive community risk assessment within the VFD service delivery area to identify and prioritize fire and life safety risks.	FMO
	7.3.2	Engage with local school districts to get involved with the Safe Schools Task Force to improve safety preparedness for schools in the region.	EOPS/FMO/EMS
	7.3.3	Collaborate with City Human Resources and the City Manager’s Office to explore options to engage Fire Corps volunteers to support Community Risk Reduction (CRR) programs.	FMO
	7.3.4	Explore opportunities to establish a dedicated CRR officer for the advancement of comprehensive fire and life safety targeted initiatives.	FMO
	7.3.5	Explore opportunities to devote more resources to public outreach, education, and CRR programs (reference Washington Surveying & Rating Bureau [WSRB] ratings).	FMO
4 Cultivate stakeholder support and partnerships that reinforce community resilience and disaster recovery	7.4.1	Collaborate with the City of Vancouver Emergency Operations Center (EOC), CRESA EOC, and Washington State Emergency Management to coordinate emergency operations and continuity of operations.	EOPS
	7.4.2	Explore opportunities to coordinate and utilize resources within Citizen Corps groups as a force multiplier during disaster events.	CC
	7.4.3	Collaborate with City Office of Neighborhoods to strengthen relationships with neighborhood associations, enhancing community resilience and disaster recovery efforts.	AOPS/FMO
	7.4.4	Collaborate with law enforcement agencies to enhance coordination and response to large-scale incidents and planned events (e.g., civil disturbance and protests).	EOPS
	7.4.5	Develop and implement an urban wildfire interface mitigation and community resiliency plan (i.e., Community Wildfire Protection Plan).	EOPS

Goal 7

Strengthen Disaster Preparedness, Response, and Community Resilience

STRATEGIES	TACTICS	RESPONSIBLE LEAD
5 Enhance public education and outreach programs promoting community resilience	7.5.1 Collaborate with City Communications to explore options to use the City website and social media platforms to provide centralized fire and life safety preparedness content.	FMO
	7.5.2 Increase VFD community engagement during National Preparedness Month (September), building community resiliency education and awareness.	FMO
	7.5.3 Participate in the annual Washington Great Shakeout event, increasing public visibility and coordination with community partners.	EOPS/FMO
6 Support City initiatives to foster a climate-ready community	7.6.1 Support active participation in Clark County's Natural Hazard Mitigation Plan (NHMP) process.	AOPS
	7.6.2 Collaborate with law enforcement agencies to identify community vulnerabilities to extreme weather events and develop measures to prepare a more resilient community.	EOPS/EMS
	7.6.3 Collaborate with the City Manager's Office to explore options to support the City of Vancouver goal of carbon neutrality by 2040.	AOPS
	7.6.4 Ensure safe storage and disposal of hazardous materials at all department facilities.	SPEC OPS



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To Be the Regional Leader in Public
Safety and Emergency Services,
Forging Unified Partnerships, and
Safeguarding Our Community

