



**Capital City Fire Rescue**  
**2016-2020 Strategic Plan**



Readiness, Dedication, Service

## MESSAGE FROM THE CHIEF

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Capital City Fire Rescue (CCFR) is pleased to present its 2016-2020 Strategic Plan. The purpose of this Plan is to clearly define the mission and goals of Capital City Fire Rescue while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing emergency services during the next several years.

This Strategic Plan will serve as a living document and may be subject to change under our evolving economic climate. The process for developing this plan included a comprehensive review of our existing plan, survey results and extensive discussions on identified areas of improvement.

Since our department's inception, CCFR has had a proud tradition of providing excellent customer service to our community. The growing demand for services, combined with the ever increasing costs of service delivery, make it imperative that an effective plan be put into place that will maintain the high standards expected by our community.

This document is a culmination of CCFR's efforts to detail how it will meet the needs of the community, how it will prioritize those needs in an organized fashion. CCFR is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.



## STRATEGIC PLAN OVERVIEW

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This plan is a big picture overview of the strategic direction the department is going. It is not intended to identify task level operations. This is a basic road map to guide our decision making for the next three to five years. From this plan, an annual tactical or task oriented plan will need to be produced to identify specific tasks that will be done throughout the year to achieve these goals.

The plan will be reviewed on a regular basis to evaluate the programs and tasks we take on. The plan is also intended to generate discussion amongst the department members. How can individual members take on projects to help the department achieve its larger goals? Individual projects should support this strategic plan.



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## MISSION & VISION

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### MISSION

*"We serve and protect our community from life and property threatening emergencies in a competent, professional and proactive manner."*

The mission of CCFR is why our department exists. All of our daily efforts and programs have to be tied back to this mission. The key component in our mission is to Serve & Protect our community.

### VISION

*"Our vision is to provide fire, rescue and emergency medical services at the highest level of excellence, professionalism and commitment to the community."*

*Proud of our past and embracing our future, the members of Capital City Fire Rescue will work as an effective and integrated team, dedicated to continuous improvement and maintaining a positive environment.*

*The department will be a model to others and the pride of the community."*

Our vision statement is our overarching picture of where we want to be as an organization. This vision is intended to support the mission of the department. We strive for a high level of excellence in all that we do and continually endeavor to improve not only operationally but as an organization.

As a department we have pride in our past; as the members that came before us built the reputation we enjoy today. We also embrace our future as it is full of challenges and adventures. We are building the reputation today our future generations will have to live by.



## DEPARTMENT CORE VALUES

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Team Oriented (Teamwork)  
Dedicated to Service (Service)  
Professional Pride (Professionalism)  
Positive Attitude  
Integrity

Our core values are not just some nice words that look good in reports. This is the basis of how we live and operate. For us to have any measure of success, all members regardless of rank must live up to the core values of the department. The loss of any one of these values would cripple our ability to operate in our community. No other agency in the world has the level of trust a fire department has. Trust is easily broken and takes a lifetime to build. When people are in a crisis or at their most vulnerable, they readily hand over their loved ones or possessions to our care. They know we are there to serve them and make things a little bit better with no ulterior motives or intentions.

### OUR DEPARTMENT

Capital City Fire Rescue is truly an all hazards combination department. CCFR serves an area of 3,255 square miles and a population of 32,660 year round citizens. This does not include the 1 million visitors to our community during a 5 month period. Mutual aid is not a viable option as Juneau is only accessible by water or air.

CCFR responds to over 4,000 calls for service every year. We are seeing a 3% to 6% increase in call volume every year. Like most departments across the nation 80% of these incidents are medical in nature.

On a daily basis, we are staffed with 9 on duty responding personnel. This includes two ambulances and two fire engines which are staffed 24/7. May through September a transport basic life support ambulance is staffed to serve the cruise industry. These units are supplemented by our volunteer personnel on an emergency call out basis. Volunteers are a vital component in our departments operations.



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## THE 2016 – 2020 STRATEGIC GOALS

### ENHANCE OUR COMMUNITY INVOLVEMENT

*Strategic Goal: "Heighten community awareness on CCF/R Operations"*

- Publish an annual report.
- Integrate into community events.
- Facilitate open houses, other community events.
- Host a "fire ops" or similar awareness program.
- Develop a media plan; social media, newspaper, radio.
- Utility billing and newspaper inserts.

*Strategic Goal: "Put a human face on the department"*

- Designate a Public Information Officer.
- Be at and participate in community meetings/gatherings.
- Media releases, talk about some members.
- Enhance current public relation opportunities.
- Effectively utilize social media.

### CREATE MORE OPEN ENVIRONMENT TO THE PUBLIC.

*Strategic Goal: "Enhance non-emergency community value"*

- Involvement in community development and planning.
- Participating in mutual community and department issues and events.
- Develop a plan and continue improving ISO score.
- Communicate the value of hosting conferences.
- Research community needs and market added value services.
- Research feasibility of community paramedicine program.
- Innovate and develop solutions to future community problems.



## THE 2016 – 2020 STRATEGIC GOALS

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### IMPROVE COMMUNITY RISK REDUCTION

*Strategic Goal: "Reduce death, injury and property loss through Education, prevention and mitigation"*

- Define and ensure adequate staffing.
- Inspection and compliance enforcement based on target hazards.
- Develop a collaborative plan that represents the department's commitment to protect life and property.
- Develop an educational outreach program that encompasses known hazards and risk reduction solutions.

### PROVIDE COMPETENT PROFESSIONAL EMERGENCY SERVICES TO THE COMMUNITY

*Strategic Goal: "Create policies and practices that enhance the knowledge, skills and abilities of the department members"*

- Develop and implement CCF/R best practices.
- Develop and employ a full review process to assess and maintain SOPs, SOGs and directional memos.
- Define and communicate expectations for all positions.
- Encourage and support professional development.
- Provide effective staffing to ensure CCF/R's training needs.
- Strategic Goal: "Create and foster an organizational culture that embraces professionalism and safety in diverse work environments"
- Individually we choose to embrace, uphold and follow the core values of CCF/R.
- Through effective policies and training we minimize risk through hazard analysis to improve safety.



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## THE 2016 – 2020 STRATEGIC GOALS

### DEMONSTRATE EXCELLENCE AS A COMBINATION DEPARTMENT

*Strategic Goal: “Improve Integration of career and volunteer personnel”*

- Reviewing position descriptions and defining training standards.
- Review volunteer staffing structure and compensation methods.
- Create social opportunities and integrate training for all members.
- Create a mentoring program for all levels of the department.
- Encourage leadership at all levels.
- Provide training on department culture.

*Strategic Goal: “Develop and implement an effective and efficient recruitment and retention program”*

- Retention committee needs to run a gap analysis on the first 18 months in the department.
- Explore lateral transfers.
- Research and incorporate methods to maximize recruitment efforts to fulfill the department’s needs.
- Actively recruit on a national level.
- Refine employee recognition and incentive program.

*Strategic Goal: “Develop and implement a workforce plan”*

- Forecast community needs to ensure a sustainable department workforce.
- Review mandates, ordinances and regulations to insure workforce compliance.



## THE 2016 – 2020 STRATEGIC GOALS

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### CREATE AND MAINTAIN A SUSTAINABLE INFRASTRUCTURE

*Strategic Goal: "Develop and implement a sustainable operational budget"*

- Create a comprehensive department master plan and build an efficient supporting budget.
- Seek out grants and diversify revenue.
- Utilize statistical analysis to identify trends to determine present and future department needs.

*Strategic Goal: "Implement technology initiatives to improve and enhance communications, operations, interoperability, data collection, and dissemination"*

- Support the creation of a public safety IT position.
- Embrace current mobile technology.
- Formalize a partnership with dispatch in training and operations.
- Utilize research and development committee as needed to assess the applicability of new technologies.



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