

CAPITAL CITY FIRE / RESCUE STRATEGIC PLAN UPDATE AUGUST 20, 2006



TABLE OF CONTENTS

1. Acknowledgments.....	3.
2. Executive Summary	5.
3. Review Process	7.
4. Review of April 2000 Goals and Objectives	10.
5. Mission Statement	13.
6. Core Values	16.
7. Department Mandates	18.
8. Challenges, Opportunities, Weaknesses, Strengths (COWS)	22.
9. Vision Statement	26.
10. Strategic Goals	27.
11. Conclusions.....	36.
12. Appendices.....	37.

13.

ACKNOWLEDGEMENTS

The update the Capital City Fire / Rescue Strategic Plan was a joint effort of a number of persons who provided a great deal of their time and talents to the development of a guide for the future. These persons each represented a stakeholder in the department and provided their unique insights into this project.

We wish to recognize and thank the following persons for their hard work, dedication to the department and desire to make Capital City Fire / Rescue the best it can possibly be. Many persons other than those listed below assisted in the logistics and planning of this effort. Their efforts are also greatly appreciated.

Facilitator:

Mila Cosgrove: Human Resources Director

Support Staff:

Victoria Godkin: Administrative Assistant

City Administration:

Merrill Sanford: Assemblymember

Rod Swope: City Manager

Mary Norcross: Comptroller

Public:

Mrs. Marjorie Menzis

Mr. Jim Carroll

Mr. Terry Gordon

Emergency Medical System

Dr. Robert Haight: Physician Sponsor

Department Administration:

Eric Mohrmann, Fire Chief

John George, Fire Training Officer

Volunteer Staff:

Paul Smith: Division Chief

Brad Waldron: Captain

George Reifenstein: Captain

Career Staff:

Beth Weldon: Captain

Lynn Ridle: Captain

Trevor Richards: Firefighter/Paramedic (IAFF President)

EXECUTIVE SUMMARY

A strategic plan was developed by Capital City Fire / Rescue with the assistance Emergency Services Consulting Group in April of 2000. Changes in the community and department have made a review of the plan and revision of the conclusions of that plan necessary. Periodic review and revision of any plan is necessary to the success of that plan.

A group of stake holders including an elected official, city administration, department administration, department career personnel, department volunteer personnel, medical sponsor and citizens met on August 19 and 20, 2006. Their task was to review the parameters of the 2000 plan and develop updated strategic goals for the department. Ms. Mila Cosgrove, Human Resources Director, provided her extremely professional services as Facilitator. Without her efforts, the results would have been greatly diminished.

Committee representatives were identified that were consistent with the identified stakeholders in the department. Persons who were a part of the April 2000 effort were sought as they were familiar with the process and with the resulting document.

Any organization is a collection of individuals each having their own desires and concepts of how that organization should function and where it should go. Usually those individuals all wish for the organization to succeed but their efforts may be at a tangent or even opposite to those of others in the organization. The harder they work, the less effective the organization will become and the greater the frustration for everyone in the organization. Similar to a dog sled team, unless we all pull together, we will only tangle the lines.

Fortunately our organization can function effectively provided there are common goals and a road map to achieve those goals. This strategic plan is the road map to the future of the department. Like any road map if it sits in the glove box unused, it won't help us keep on track. An annual review and report of our progress MUST be made and timely modifications to the plan to reflect changes in our environment are required to keep us on the correct path.

REVIEW OF APRIL 2000 GOALS AND OBJECTIVES

Many of the goals and objectives specified in the April 2000 plan have been accomplished in part or in whole. A detailed review is presented in the body of the report.

The review clearly indicated that the department has made progress and is on the right path. Much still needs to be done to meet the constantly evolving needs of the community and the department.

SUMMARY OF RECOMMENDATIONS

To begin the process of updating the strategic plan, surveys were made of career and volunteer firefighters as well as the public. This information was compiled and presented to the committee.

The committee reached consensus on the following goals. Objectives were established for each of the goals listed. Those objectives will be detailed in the body of this report.

- **Ensure that staff knowledge, skills & abilities exceed local, state and national performance standards.**
- **Ensure adequate staffing levels to provide comprehensive emergency response.**
- **Provide and plan for comprehensive emergency services**
- **Improve communications**
- **Standardize operations**
- **Improve insurance rates for the community**
- **Develop and implement risk reduction program**
- **CCFR becomes an employer of choice**

Reaching these goals will require a great deal of work on the part of all the stakeholders in the department. The effort, in itself, will reap enormous benefits for the department and the community. Now is the time to begin.

Respectfully submitted

Eric Mohrmann
Fire Chief

REVIEW PROCESS

The persons formerly noted were contacted and asked to be a representative for their stake holders. Preference was given to those persons who had participated in the 2000 strategic planning process. Their knowledge of the conditions at that time and familiarity with the strategic planning process proved to be invaluable.

Each representative was provided with a copy of the original strategic plan, a copy of the book Fire Department Strategic Planning Creating Future Excellence, Wallace, Mark, Second edition, 2006, plus copies of two surveys developed for the review.

The committee met for two days August 19 and 20, 2006, in a retreat. Ms. Cosgrove acted as Facilitator for the process.

Committee members identified the expectations they had for the process. These were:

- Revisit existing plan and update it
- Identify challenges holding department back and find ways to correct
- Improve volunteer/ career interactions
- Improve fire safety and community interactions
- Find solutions and establish timeframes
- Help identify COWS (challenges, opportunities, weaknesses, strengths) and fix them.
- Identify challenges and find fixes if needed
- Find ways to keep fire department the best that it can be in fire /EMS
- Look at challenges and what has been accomplished so far
- Take into consideration time-lines and mandates keep realistic work load
- Provide community feed back on fire department efforts.

Ground rules were established, Consensus was reached to submit the results to the City/Borough Assembly for approval before public release of the committee's product

An agenda based upon the recommended strategic planning process was provided. Discussion ensued regarding the agenda items.

1. Overview of strategic planning process

“Strategic planning involves identifying the operations that need to be taken today to create an ideal future with a full understanding of the issues you face and the environment you function within.”

“The ultimate goal of strategic planning is not the development of a document called a strategic plan. It is for the organization to think and act strategically.”

2. Elements of strategic planning

Where are we going?
How do we get there?
What is our blue print for action?
How do we know that we are on track?

3. Take stock of the present

Mission
Values
Mandates

4. Assess the current environment

Survey
C.O.W.S.

5. Create shared vision of future

Vision
Strategic goals
Long range goals and objectives

The ultimate goal of strategic planning is not the development of a strategic plan but for the organization to think and act strategically.

6. Document sitting on shelf does no one any good. It must be revisited often.

7. How does the strategic plan get down to the person at the bottom of the chain of command? Previously, the plan was not communicated from top to bottom. Make more relevant and communicate to all members of department

8. The Administration needs to communicate at all levels, including recruitment, what are the values, strategic goals, long range plans etc. to all members. When efforts are made toward achieving these goals, the administration needs to acknowledge it.

Frequent communication is needed. Strategic planning must become part of our vocabulary. Performance plans are suggested for all employees. What is expected and time line must be clear.

9. As leaders, we need to model strategic planning for others. Are we being effective and how do we measure that?

10. There may people who don't agree with the plan or feel their issues are left out. We need to listen to their concerns, may be other issues into which they have insight. They may have to go along with the department's plan although it is contrary to their opinion.

REVIEW OF APRIL 2000 GOALS AND OBJECTIVES

A brief review of the achievements we have made to date on the goals identified by the original strategic plan (Capital City Fire / Rescue Customer Centered Strategic Plan April 2,000) would be beneficial. It is important to recognize and celebrate our successes as well as correct our deficiencies. However, we must remember that these goals cannot be declared as being reached and then ignored. Constant attendance to these issues is necessary.

- Establish an active volunteer recruitment effort
- Enhance training opportunities
- Maximize utilization of existing resources
- Increase internal communications among all Department personnel, ensuring that it is comprehensive, consistent, equally distributed, and accurate
 - Better communications with management
 - Clarification of roles of mid-management and chain of command
 - Create harmonious Department-unification
 - Continue communication at all levels
 - Better distribution of information

Communications will always be a challenge for any organization. We have instituted routine Officer meetings and routinely use the e-mail system and web site for communicating issues. An open door policy also helps to open the communications between members in the department. Naturally, more need to be done.

The Chain of Command has been established and all members, volunteer and career, assigned a role within that chain of command. Constant work is necessary to train personnel, practice on our formal communication paths and develop our teams within the department.

The department is unified. Five departments have become one. Training, operating and socializing together will continue to close the seams of the department into a unified whole.

- Increase external communications with the community, ensuring that it is comprehensive, consistent, equally distributed, and accurate
 - Run Department like a business
 - Consistent dispatch
 - Partnership with other organizations
 - Communicate with citizens/customers
 - Build on community respect

The department has improved as a business. There is a sound financial budgeting process that identifies capital and fleet long-term needs s well as the

short-term budget issues. Personnel hiring processes are standardized and regulated. Employee supervision and management procedures are developed and regulated. There are still a great many improvements that are needed, but we are on track.

Our dispatch system is functional and there is a good feedback mechanism in place for improvement. Radio system infrastructure is in the process of improvement.

CCF/R has partnered with the National Forest Service and Eagle-crest Ski Patrol. Relations with Juneau Mountain Rescue, SEAS (Southeast Aquatic Service), SEADOGS, AVDOGS, other CBJ departments and other agencies have improved. Efforts are underway to explore joint efforts with the United States Coast Guard, other fire departments in the region and medical services within the region. More needs to be done but a good start has been made.

The community has always been supportive of their fire department. That continues today and has improved over the last few years. A radio talk show allows the department to communicate with public on a monthly basis. Efforts have been made to develop a good relationship with the media and has provided excellent results. CCF/R is committed to good customer service and that is the best method to enhance public support.

- Staffing
 - Staffing to do all that is expected
 - Better recruitment process and incentives
 - Increase numbers of trained paramedics
 - Airport Board concerns
 - City/Borough budget concerns
 - City/Borough hiring policies
 - Establish a centralized recruitment and processing procedure for volunteer firefighters
 -

CCF/R currently has thirty-three (33) line career personnel, eight (8) career administrative personnel and one hundred five (105) volunteers. New tasks and expansion of existing capabilities will always be a challenge and an opportunity to the department. Few agencies are as capable or willing to take on new challenges as is the fire department.

Since we are an isolated community, we must be as prepared as possible for the dangers our community faces. When a disaster happens, the community expects the fire department to respond and address the problem what ever it may be. In the absence of other responders trained to mitigate the particular problem, the fire department will be defaulted agency in charge.

CCF/R has increased the total number of paramedics on staff. The very successful Medic One program served its purpose well but we have moved on.

There are now nine paramedics, two captains who are paramedics and all but two other personnel are EMT III qualified. An expanded scope of practice class for the EMT IIIs is scheduled for the upcoming year.

The Airport Board has supported the fire department, fully funding the FY 07 and 08 budget requests. They also increased the training funds substantially to improve ARFF (Aircraft rescue/firefighting) training. The fire department is a full participant in planning and exercises on airport property.

Annual budgets provided by the Assembly for the department have increased in each of the last two years, particularly in the area of training.. Budgets will continue to be a concern as prices and wages escalate.

The hiring practices of CBJ are strictly regulated and are both intensive and impartial.

- Training
 - Establish minimum standards for career and volunteer personnel
 - Develop area wide probationary requirements Develop area wide promotion policy for officer positions
 - Use of up-to-date techniques-fire training
 - Increased use and support of Training Center
 - Establish career advancement standards
 - Hazardous materials and special rescue training
 - Maintain certifications

CCF/R is committed to providing quality training to its members so they may perform their duties in a safe and competent manner. Minimum standards have been established for newly hired personnel, volunteers and existing career staff. A five year training plan has been developed for each career member and minimum standards have been established for volunteers.

Both career and volunteer personnel must complete a rigorous preceptor program consistent with their certification/license level. Career staff must complete quarterly evaluations of firefighting skills. An officer training program has been established although it needs improvement.

Off campus training from the National Fire Academy, on campus courses from that agency, hiring highly qualified instructors in EMS, utilizing grants to fund training in hazardous materials, inspection practices and a host of other topics are all in use by CCF/R.

CCF/R has invested in providing web based training through Target Safety. Using this means, computer teaching adjuncts and programs, CCF/R is staying abreast of technological changes to improve teaching methods.

The Hagevig Regional Training Center is being used extensively for new recruit training, by the State of Alaska Fire Service Training and for routine training by career and volunteer personnel. More can be done. Efforts are underway to provide career staff more opportunities to use the center while on duty uninterrupted by utilizing volunteers as first out responders.

The training center does have deferred maintenance problems that need to be addressed to ensure continued safe use in the future.

Budgets have been established and funding obtained to conduct special rescue training and hazardous materials as aforementioned. Development of a level A haz-mat response capability is underway and the department has received initial training in level C (operations level) response.

CCF/R is committed to providing sufficient training for personnel to maintain their certifications.

- Public Education
 - Increase public education involvement of all staff
 - Encourage interaction with community beyond fire response
 - Partnerships with other organizations
 - Inform public what we do
 - Expand prevention and code enforcement

Public fire education and code enforcement efforts are a jewel in the crown of CCF/R fire safety efforts. Under the direction of the Fire Marshal, volunteer and career staff participate in public education efforts reaching hundreds of persons each year. Recent efforts using the radio and television media have sent our fire prevention messages across the state reaching thousands of persons both inside and outside of our community.

Official partnerships with other agencies are still a goal to be accomplished. However, support of our efforts by the media is very evident as demonstrated by the frequent free spots aired on television and radio. An off shoot of this program is the opportunity to have 30 minutes of air time on a popular radio program each month to discuss the department and our activities.

Through a grant program, our department has trained the career staff in company inspections. The career staff have conducted numerous inspections of commercial facilities resulting in the correction of hundreds of code violations. Collateral benefits have been improvement in building familiarity, improved communications between the business owners and staff and most importantly a safer community. This effort also allows the Fire Marshal and Deputy Fire Marshal to concentrate on new construction code issues and more technical inspections.

➤ Apparatus, Buildings, and Equipment

The department now has two new state of the art engines, is authorized to purchase two new ambulances and has purchased new staff vehicles. All but one engine in the fleet is under twenty years old. A fleet replacement program is established with a twenty year projection of replacement.

The department has been fortunate to obtain grant funding to replace all air packs with state of the art SCBAs, replace all portable radios (in progress), purchase new gas detectors, purchase thermal imagers, chain saws, Blitz monitors and a large variety of other tools.

Department stations have not been altered since the April 2000 plan but are safe and sound although needing improvements.

The authors of the April 2000 strategic plan wrote:

“In addition, it is important to remember that these goals are not static, and great care should be taken to review them periodically. Progress on the implementation plans should be measured frequently, and the overall plan should be revisited annually. Successes should be noted and celebrated, and new priorities set. It is recommended that the Department annually conduct an internal process similar to this one, involving key Department personnel, to review and update the plan.”

Their observations were valid at the time of writing and are valid today. The department must follow their advice if the department is to “all pull the sled in the same direction.”

MISSION STATEMENT

The Strategic Planning Committee reviewed the department's mission statement. Our mission statement should clearly and succinctly define our role in the community and the purpose of our department's existence. It should define what functions we perform, for whom we provide those functions and how we intend to perform those functions.

The committee discussed the mission statement in depth. All agreed that all members of the department and especially new recruits should be made familiar with this cornerstone of our department.

Our Mission is:

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

In support of this mission statement, Capital City Fire / Rescue has adopted the motto of:

Readiness Dedication Service.

CORE VALUES

Core values represent the fundamental beliefs that guide the stakeholders of the department. They are commonly held values that guide the actions of the members of the department and must be considered in all actions taken within the department. They tap the existing belief structure and speak to what is right, moral and set the benchmark of integrity for members of the department.

These values go beyond the individuals self interest to define what is right and what is wrong even when no one is looking. These values allow stake holders to make independent decisions that are in keeping with the morals of the department and the community. They also guide the department leadership to make appropriate decisions and take appropriate actions.

Finally, they set a benchmark for individuals to judge their own actions and decisions. "Is it right to do this?" should be a constant question that we should ask ourselves. The core values are our touch stone to keep Capital City Fire / Rescue an example of honesty and integrity in the view of our community, our state and ourselves.

After reviewing the submitted surveys, the previous strategic plan and a great deal of discussion, thirty-two (32) value statements were developed. The committee voted on the five most commonly held and descriptive core values.

Capital City Fire / Rescue operates in concert with a set of core values that are representative of the fundamental beliefs of its members and stakeholders. These core values are:

CAPITAL CITY FIRE / RESCUE MEMBERS ARE TEAM ORIENTED

They are:

- Person centered
- Compassionate to their peers within the department
- Working to establish mutual trust with department members and the public
- Supportive of each other
- Competent
- Unified within the department
- Working together towards the common goal

DEDICATED TO SERVICE

They are:

- Compassionate to the public
- Working to ensure public safety
- Taking pride in providing caring and excellent service to all members of the community regardless of their race, religion, gender or social status.

PROFESSIONAL PRIDE

They are :

- Competent in the service they provide to the community
- Motivated to exceed acceptable standards

POSITIVE ATTITUDE

They:

- Face difficult circumstances and everyday necessities with a positive attitude, determined to be role model to others.

INTEGRITY

They:

- Establish trust with the community and their fellow department members by accepting responsibility for their actions and protecting the trust placed in them by the citizens of the community and their fellow emergency service workers.

DEPARTMENT MANDATES

The department has mandates that it is obligated to fulfill. The committee identified the mandates that exist at this time.

Local Mandates:

CBJ Code 03.10.065 establishes the duties and procedures for Capital City Fire / Rescue.

03.10.065 Fire department.

- (a) The fire department shall be responsible for the prevention and extinguishment of fires, the protection of life and property against fire, the removal of fire hazards, the provision of field emergency medical services and other services as assigned by the manager. The fire department shall be known as "capital city fire/rescue" and the fire chief shall be the head of capital city fire/rescue. All firefighters and officers, both volunteer and fire department employees shall be members of capital city fire/rescue.
- (b) The department head shall be the fire chief who shall be appointed by the manager and whose duties shall include command of all firefighting, fire training, fire inspections, and prevention programs, rescue, medical services, and other duties required under the Code of Ordinances or by the manager.
- (c) Separate districts shall be established by the fire chief for the purpose of firefighting administration. Each of these districts shall be under the supervision of the fire chief, shall cooperate with other districts and may provide services outside of its boundaries. All firefighters and district officers, whether fire department employees or volunteers, shall report to the fire chief through the chain of command established for each district.
- (d) The fire chief may designate both paid and volunteer firefighters to serve as the fire chief's authorized representative for purposes of providing emergency services. The fire chief or officer in charge at the scene of a fire or other emergency involving the protection of life or property shall have the authority to direct such operations as may be reasonably necessary. The fire chief or other individuals authorized by the fire chief to perform duties on behalf of the department shall be immune from liability in accordance with state law, and may be entitled to defense and indemnification in accordance with subsection 11.20.030(b)(1).

(Serial No. 79-22, § 4, 1979; Serial No. 85-83, § 8, 1985; Serial No. 93-03, § 9, 1993; Serial No. 93-48, § 2, 1994; Serial No. 2003-46, § 2, 11-24-2003; Serial No. 2006-06, § 2, 4-3-2006)

Cross references: Fire code, CBJ Code ch. 19.09.

Services provided by the department and the mandate were identified.

Fire suppression:

- Structure - local
- Vehicle - local
- Wildland – local/contract
- Harbor(boat) - local
- Ship – not mandated
- Crash ARFF – contract

Rescue:

- Trail/Rope - Local
- Avalanche - Local
- Ice - Local
- Swift Water - Local
- Ocean – not mandated, not done
- Confined Space/Trench - not mandated, not done
- Dive – not mandated, not done
- Search & Rescue – not mandated, not done

Emergency Medical:

- ALS - local
- BLS - local
- Medevac – local directive
- Helicopter - local

Fire Prevention:

- Code Enforcement – local/state
- Prevention Education - local
- Investigation – local/state

Haz Mat – state (to operations level)

Discussion was held on the mandates and actions that should be taken by the department.

There should be better Public Relations and communication to the general public on what services are provided and under what conditions? What do the tax dollars support?

There should be a break down services: what must we provide, what is discretionary, what will we provide? There is a training requirement for whatever services are provided.

The question was asked if the code need to be modified? 03.10.065(c) Language should indicate unified support between districts. Should response beyond district boundaries be clarification? If it works, you should leave it alone. Consensus was reached not to recommend changes to the Ordinance.

State mandates:

EMS

- Licensing and operations certification.

State Fire Marshal

- Fire Code enforcement
- Record keeping/reporting
- Fire investigation

DEC

- Waste water discharge (Training Center)

OSHA

- Haz Mat response training, capabilities
- Respiratory protection standards
- Personal Protective Equipment standards
- Safe work place standards

Fire Service Training

- Training standards

Cooperative relationship with AST – search & rescue

Private mandates:

- Insurance services office (ISO)

Federal mandates:

- Cooperative agreement with Forest Service for Wildland fires
- Department of Homeland Security (for grant funds)
- Communications grant funds/ AMLR / FCC
- FAA for aircraft rescue firefighting standards ARFF

CHALLENGES, OPPORTUNITIES, WEAKNESSES, STRENGTHS “COWS”

The committee conducted a review of the department's Challenges, Opportunities, Weaknesses and Strengths (COWS)

CHALLENGES

- Stability of Airport Board Revenues
- Budget stability
- Seasonal expansion of the community
- Liability and regulatory constraints-e.g. OSHA / DEC /etc
- Improving Public image/knowledge of dept operations
- Private services (Medevac, others)
- Diminishing volunteer recruitments due to competing interests / reduced applicant pool
- Lack of local training opportunities
- Increased demands for specialized services
- Cost of living in Juneau
- Technology changes
- Increased mandates for personnel/department
- Potential for mass casualties and natural disaster
- Disaster planning mandates
- Maintenance dollars for training center
- Flat population growth/aging
- Cooperative efforts with other agencies
- Possible terrorist target
- Media
- Extreme weather
- Geographic isolation
- Road extension / Second crossing / Population movement
- Deletion of supporting agencies (Rain Forest Recovery van)
- Retirement system

EXTERNAL OPPORTUNITIES

- Potential to maximize partnerships with other organizations
- Disaster planning
- Homeland security grant funds
- MEDEVAC
- MAC Group (Multiagency Command System)
- Maximize use of and update training facility
- State of the art training facility
- Maximize use of volunteers
- Maintaining a diversified work force
- State Training Office
- Location of Capitol in Juneau
- State Fire Chief Association
- National Fire Academy
- ARFF training opportunities
- Financial benefits from tourism industry
- Growth in industries and services
- Increased community awareness of services provided. Public relations/ Public fire education
- Strategic planning process
- Community, Assembly, and City support
- Internet
- University of AK southeast
- Retired Firefighters/EMS
- IAFF
- Alaska State Firefighters Assoc.
- SEREMS/State EMS
- BRH
- Airport Board Revenues
- Media
- Technology changes
- Marketing opportunities

INTERNAL WEAKNESSES

- Perception of financial restrictions
- Trying to do more with same resources
- Average experience (in years) of volunteers / Large recent increase in #
- Lack of leadership experience (career/volunteer)
- Loss of institutional knowledge
- Poor communications
- Poor radio communications
- Not enough time to train in basics
- Training budget restrictions for outside instruction
- Limited resources for multiple responses
- Comprehensive rumor mill
- Poor communications on decision making in both directions
- Poor ability with change management
- Outdated SOGs/also do not follow
- Outdated prefire plans
- Inconsistent dispatch
- Clarification of training standards
- No volunteer evaluation system (fire)
- Promotional process
- Large sections of public don't know what we do
- Perception of inconsistent disciplinary action and documentation
- Lack of trust
- Over-extended staff
- Lack of focus and priorities
- Perceived lack of volunteer involvement
- Lack of career path
- Failure to celebrate successes
- Lack of consistent recognition for efforts
- Deferred maintenance on facilities

ORGANIZATIONAL STRENGTHS

- Pursuit of excellence
- Fiscal responsibility
- Pride in what we do
- Enthusiasm
- Knowledge and ability
- Teamwork
- Persistence—we will work until we succeed
- Dedicated people
- Community respect
- Number of available personnel
- Volunteer / career cooperation
- Diverse skills
- Good customer service
- Committed to training
- Good equipment
- Strong maintenance program/vehicles
- Adequate water supply
- Commitment for continuous improvement
- Movement towards consistent training standards
- Consistent volunteer entry standards
- Enough stations and equipment for reasonable response time
- Good rapport with City Management and Assembly

CAPITAL CITY FIRE/RESCUE

VISION STATEMENT

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.

STRATEGIC GOALS

The Committee considered the challenges, opportunities, weaknesses and strengths that had been identified along with department's mandates. Strategic goals were listed and modified to address the COWS and mandates. These strategic goals were examined to ensure that they were consistent with the identified stakeholder core values.

The identified goals were prioritized and the committee reached consensus in adopting the most important eight goals. Objectives were identified to reach the identified goals. The results of these efforts are listed below.

Ensure that staff knowledge, skills & abilities exceed local, state and national performance standards

- Training plans
 1. Create a five-year training plan for each level of the department based upon department priorities
 2. Develop written performance expectation lists for each level of operations
 3. Develop written behavioral expectations for all members
 4. Coordinate training plans
 5. Define roles of Training Officers and educate members

- Training facility
 1. Mitigate DEC issues
 2. Provide physical maintenance/ repairs
 3. Increase usage
 4. Market and expand usage by outside agencies.
 5. Maintenance plan

- Training budget
 1. Provide adequate training budget
 2. Educate staff on constraints imposed by budgetary considerations
 3. Seek grant funding

- Training staff / resources
 1. Support for training division
 2. Seek alternatives to usual resources for training
 3. Expand instructor pool
 4. Work on retention of instructor pool personnel
 5. Use computer based educational opportunities
 6. Promote national fire education resources (NFA, IAFF, DHS)
- Use of technology
 1. Use computer based resources
 2. Establish committee for new technology evaluation
 3. Develop plans for implementation of new technology
- Quality assurance
 1. Compare realistic performance evaluations to measurable outputs for all members.
 2. Develop evaluation program, including participant feedback, for programs
 3. Periodically review performance standards

Ensure adequate staffing levels to provide comprehensive emergency response.

- Recruitment
 1. Develop media program on recruitment
 2. Work with high schools to develop expand cadet program
 3. Work with UAS
 4. Career staff recruitment / testing annually on scheduled date
 5. Biannual volunteer recruitment
 6. Define optimum volunteer staffing levels.
 7. Development of recruitment/marketing materials
- Retention
 1. Recognition programs
 2. Incentive programs
 3. Personal contact
 4. Develop strategies based upon survey feedback
 5. Examine childcare program

- Staff development
 1. Examine possible paramedic training program
 2. Leadership / career path training
 3. Expand live-in program

- Personnel deployment
 1. Examine run reports and link staffing to run volume
 2. Plan for future development

Provide and plan for comprehensive emergency services

- Define services provided

Fire suppression:

Structure - local
Vehicle - local
Wildland – local/contract
Harbor(boat) - local
Ship – not mandated
Crash ARFF – contract

Rescue:

Trail/Rope - Local
Avalanche - Local
Ice - Local
Swift Water - Local
Ocean – not mandated, not done
Confined Space/Trench - not mandated, not done
Dive – not mandated, not done
Search & rescue – not mandated, not done

Emergency Medical:

ALS - local
BLS - local
Medevac – local directive
Helicopter - local

Haz-Mat response to Operations level

- Determine level of services provided
- Determine service areas
 1. Expansion?
- Prepare for future challenges
 1. Mines
 2. Expanded tourist activities
 3. Future road development
 4. Development of island communities
 5. Residential infill
 6. Commercial expansion
 7. Commercial port development
- Quality assurance
 1. Appropriate response times
 2. Conduct critical incident reviews
 3. Develop means for customer feedback on performance
- Assure sufficient infrastructure
 1. Equipment replacement fund (fleet replacement)
 2. Maintenance plan for structures
 3. Coordination with planning agencies for needed future expansion of department infrastructure
- Seasonal response plans to meet community needs
 1. Examine seasonal hiring of ambulance transport personnel
 2. Work with cruise line industry to plot trends in visitor demographics/ potential call types

Improve Communication

Internal

- Formal
 1. Clarify communication plan.
 2. Examine frequency of meetings
 3. Strive for informed consent
 4. Better dissemination of information
 5. Create a feedback process

- Informal
 1. Bulletins from the Chief
 2. Periodic informal shift meetings with administration

External

- Formal
 1. Develop SOG on records release and communications with public
 2. Continue routine and special media contact
 3. Keep media line updated
 4. Develop detailed annual state of the department reports for the public and Assembly

- Informal
 1. Outreach to reporters (day in the life of firefighter etc.)
 2. Encourage respectful, polite contact with public

- Equipment
 1. Use web site for anonymous rumor control with timely replies.

Standardize Operations

- Policies, rules and regulations
 1. Develop written rules and regulations. Distribute and train all personnel
- Delineate training standards
 1. Develop written standards of what abilities/knowledge will be tested and when.

- Develop and maintain Standard Operating Guidelines
 1. Develop draft SOG's
 2. Develop Plan for review of draft, revision, training and implementation, including schedule.
 3. Review sections bi-annually with full rotation review biannually

Improve Insurance rates for the community

- Insurance Service Office
 1. Determine current status
 2. Determine plan for improvement
 3. Implement
- Assist Building Department with improvements to achieve ISO reductions

Develop and implement Risk Reduction program

- Fire Prevention education
 1. Seek grants for FPE
 2. Use PSA/ public forums for PFE
 3. Institute FPE instruction as part of school curriculum
- Fire Code enforcement program
 1. Continue with Fire Company inspection program
 2. Develop target schedule of inspections for all CBJ commercial buildings/ facilities
 3. Develop self inspection guides for businesses

- Down town sprinkler program
 1. Work with Assembly to develop ordinance / funding
 2. Encourage sprinklers in facilities outside of the high hazard area especially hotels.
- EMS risk reduction education program
 1. Partner with CHEMS and SEREMS
 2. Apply for grants
 3. Develop media program
- Rescue risk reduction education program
 1. Work with DHS and State Disaster Services
 2. Develop media program (some available now)
 3. Partnership with businesses
- Ongoing update of community hazard analysis
 1. Work with LEPC
 2. Work with Emergency Management
 3. Identify high hazard situations
 4. Make recommendations re: zoning, legislation, code requirements, education
- Development of fire science education program with UAS
 - 1 Establish contact with UAS
 - 2 Establish curriculum
 - 3 Identify instructors
 - 4 Identify housing / department opportunities
 - 5 Develop training plans / funding mechanisms / SOGs
- Interaction with CERT / Red Cross and other emergency agencies
 1. Develop guidelines for interagency operations and relations
 2. Develop interagency training sessions/plans
- Liaison with community service organizations
 - 1 Develop and schedule a presentation on what CCF/R is and does
 - 2 Develop joint efforts such as fire prevention education
- Media relations plan
 1. Develop media as a partner
 2. Conduct media recognition awards program

- Job Partnerships
 1. Explore job partnership programs with state / federal agencies
 2. Explore job partnerships with Native Associations
 3. Explore work/study partnerships with UAS or high school

- Develop CCF/R Auxiliary
 1. Develop retiree contact list
 2. Media program for auxiliary
 3. Determine tasks for auxiliary
 4. Develop recognition program for auxiliary members

- Market employee release for emergency response to businesses
 1. Market through Down Town and Business Association
 2. Direct recruiting efforts to workers
 3. Develop media around “old time” drop the broom, close shop and respond theme

CCFR becomes an employer of choice

- Employee recognition
 1. Have member of the month
 2. Newspaper recognition column
 3. Prizes (seek donations)
 4. Seek State and national recognition for employee efforts

- Career ladder
 1. Develop specific list of certifications, classes and prerequisites for advancement
 2. Develop training programs and opportunities for each item noted above
 3. Establish mentor program with senior employees

- Leadership training
 1. Conduct leadership training using national programs
 2. Partnership with other agencies (e.g. Coast Guard) for additional training opportunities
 3. Offer local leadership training program to all personnel not just officers

- Creating a positive work environment
 1. Employee recognition
 2. Practice participative management techniques
 3. Encourage submission of ideas and reward them
 4. Encourage social functions / interactions
 5. Provide support and assistance to those employees in need

- Competitive wages
(Negotiation issue)
- Celebrating successes
 1. Research and publicize current and past successes
 2. Publicize milestones when achieved
 3. Prepare annual progress reports

- Keep it fun and safe
 1. Hockey team / 2008 hockey tournament
 2. Soft ball team
 3. Firefighter muster with SE challenges
 4. Show Alaska how great CCF/R is in 2008 when we host the State Firefighter/ Fire Chiefs conference
 5. Participate in community events e.g. 4th of July, Santa run, Fishing Derby, Memorial, Christmas party etc.
 - Health and wellness programs
 1. Develop health and wellness for volunteers
 2. Work as group to get healthy
 3. Daily exercise for all personnel
 4. Access to mental health professionals and nutritionists
 5. Confidential basic physicals offered biannually to all employees: At start and every three years to volunteers.

CONCLUSIONS

Capital City Fire and Rescue is a professional and vibrant group of men and women who provide service to their fellow citizens. When the residents and visitors to our community are at their hour of greatest need, we are ready to answer the call for assistance.

This strategic plan is our road map to bettering ourselves so we may safely provide even better service while being cognizant of the needs and motivations of the department members.