



2023 - 2027

# STRATEGIC PLAN

ADOPTED OCTOBER 24, 2022 BY THE BOARD OF COMMISSIONERS



***CENTRAL KITSAP***  
***FIRE & RESCUE***



## THANK YOU FOR YOUR SUPPORT

We are grateful to the many employees, volunteers and community members who contributed to the strategic planning process for Central Kitsap Fire & Rescue. The 2023-2027 strategic plan will serve as a roadmap for our leaders, stakeholders and community partners, to guide our organization as we grow. The goals inside this plan were crafted to align with the diverse needs of our community and support our mission. CKFR is committed to developing a values-based culture that prioritizes accountability, trust, wellness and organizational resiliency. Thank you for your part in our long-term planning process; as we put this plan into action, we welcome you to continue being part of it.



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## LETTER FROM THE CHIEF

On behalf of Central Kitsap Fire & Rescue, I am pleased to present the 2023-2027 strategic plan. This document was developed collaboratively by our leadership team, commissioners, career staff, volunteers, and with valuable input from our community. In 2022, the strategic planning committee completed a process over several months to take a deep look at our core values and map out our priorities for the future.

We look forward to the opportunity to serve you with compassion, be good stewards of the resources entrusted to us, and provide our community with the best possible life safety education, fire suppression, rescue and emergency medical services. Thanks to our strong community support, CKFR has addressed critical needs in emergency apparatus, equipment and aging facilities. As we look ahead, our main areas of focus to guide our efforts over this plan are:

- Service Delivery
- Connecting with Our Community
- Organizational Development
- Professional Development & Wellness

In recent years, Fire and EMS agencies have had to adapt like never before to overcome the many unforeseen challenges with the COVID-19 pandemic, economic impacts and societal changes. As we embark on our new 5-year plan, CKFR will remain agile, strive to meet our growing demands for service, explore creative funding opportunities, leverage partnerships, and continue finding new and innovative ways to connect with our diverse community.

I am incredibly honored to serve as your fire chief. CKFR is a vibrant organization with a foundation of strong core values that continuously strives for improvement. I am confident that our leadership team and workforce will rise up to meet both the challenges and the exciting opportunities ahead.

Stay safe!

Sincerely,

*J. Christian*

Jason Christian  
Fire Chief





## MISSION & CORE VALUES

Central Kitsap Fire & Rescue is dedicated to the preservation and protection of life, property, and the environment. Our members are imperative in realizing that mission to best serve our community. As such, we will embrace and promote the following principles as our **core values**.

### INTEGRITY

- Central Kitsap Fire & Rescue will lead with integrity. Integrity will be at the heart of CKFR's individual and organizational actions.
- Leaders will lead by example and will foster a culture that honors individuals, each other, and our community.
- Members of Central Kitsap Fire & Rescue will be honest, truthful and treat others with high regard and dignity.
- Our community can expect us to make decisions that align with our values and to act with integrity.

### LOYALTY

- Central Kitsap Fire & Rescue will stand by its members and community in times of need.
- Leaders will coach and mentor with empathy and commitment to the betterment of members, will recognize the importance of member contributions, and support the important work members provide our community.
- Members of Central Kitsap Fire & Rescue will have a genuine regard for one another, will encourage one another, and will reliably serve our community in times of need.

### DUTY

- Central Kitsap Fire & Rescue considers service to our community our principal duty.
- Our leaders will be steady, decisive, and fair.
- Members of Central Kitsap Fire & Rescue will be as mentally and physically fit as possible, will celebrate successes, acknowledge failures and improve with every opportunity, serving the CKFR community safely and efficiently.

### RESPECT

- Central Kitsap Fire & Rescue will treat others as we desire to be treated.
- Leaders will promote goodwill and civility, fostering workplace inclusivity.
- Members will treat each other with dignity regardless of position or tenure, value differing perspectives and ideals, treating colleagues and community members with compassion in times of need, and considering the perspectives of others with openness.
- We will respect the position we have within our fire district and community and will hold the responsibilities of that position in high regard.



## OVERARCHING GOALS

Priorities rooted in core values

### SERVICE DELIVERY

Provide the best possible emergency response to CKFR's diverse community



### COMMUNITY ENGAGEMENT

Connect meaningfully and effectively to keep the CKFR community safe and informed



### ORGANIZATIONAL DEVELOPMENT

Implement practices, systems and techniques that enhance stability and promote resiliency



### PROFESSIONAL DEVELOPMENT & WELLNESS

Promote a healthy environment that fosters trust, support, wellbeing and growth





## SERVICE DELIVERY

Provide the best possible emergency response to CKFR's diverse community

### OVERARCHING GOALS:

- Continue assessing future station placement and staffing to meet changing demands for service
- Continue to update and execute the capital facilities apparatus and equipment plan
- Increase use of data and analytics to make informed decisions on response



### KEY PERFORMANCE INDICATORS:

Work towards national fire staffing standards (3-person staffing)

Complete station bond projects on time and have adequate funding resources identified for future needs

Purchase vehicle(s) using mitigation funds as described in the agreements

Meet the identified benchmarks of the vehicle replacement plan

Continually improve facility security to protect personnel and assets at each location

Identify, purchase and implement a data analytics suite around service delivery

Develop a plan to transition volunteers from combat roles into support roles



# COMMUNITY ENGAGEMENT

Connect meaningfully and effectively to keep the CKFR community safe and informed



## OVERARCHING GOALS:

- Communicate the value CKFR provides through emergency and non-emergency services
- Strengthen our community risk reduction programs
- Partner with organizations to reach underserved communities and explore recruitment opportunities

## KEY PERFORMANCE INDICATORS:

Grow our presence across relevant and emerging social media platforms and increase engagement

Develop a community-based disaster preparedness program for the top 2 risks (wildfire, earthquake)

Establish a defined outreach plan with schools, law enforcement and community support agencies and reach all benchmarks in the plan

Determine if CKFR has the resources to implement and sustain an FD CARES unit for responding to behavioral health issues

Increase offerings and accessibility of risk reduction programs



# ORGANIZATIONAL DEVELOPMENT

Implement practices, systems and techniques that enhance stability and promote resiliency

## OVERARCHING GOALS:

- Identify and meet organizational priorities while adapting to and managing change
- Maintain a culture of living established values including openness, acknowledgement of efforts, and enjoyment
- Implement succession planning to address the long term needs of the organization



## KEY PERFORMANCE INDICATORS:

Establish Economic Summit including Kitsap County and community partners to evaluate financial forecasts annually

Develop new funding balance threshold for the capital facilities fund

Finalize and implement the Diversity, Equity & Inclusion (DEI) roadmap and toolkit

Create a culture at CKFR that promotes transparency, innovation, values-based decision making and psychological safety

Analyze retirement and turnover data to identify future leadership vacancies annually, and implement career and pathway development to meet organizational staffing needs

Develop a recruitment plan for competitive positions and to address rapid growth

Develop and update Standards of Coverage

Explore efficiencies through partnerships with regional agencies



# PROFESSIONAL DEVELOPMENT & WELLNESS

Promote a healthy environment that fosters trust, support, wellbeing and growth



## OVERARCHING GOALS:

- Implement a holistic health and wellness program
- Provide opportunities for professional growth and proactively support career development
- Establish strong systems, processes and expectations for internal communication

## KEY PERFORMANCE INDICATORS:

Provide leadership & career development trainings and pathways

Develop a plan to increase employee engagement (i.e., recognition, rewards, work/life balance, flexibility, psychological safety, job satisfaction, etc.)

Develop mentorship programs for all personnel

Establish a committee to evaluate and improve CKFR's communication platforms and processes

Develop a health & wellness program that encompasses cancer prevention, fitness & nutrition, and mental health in alignment with IAFF/IAFC Wellness Initiatives





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