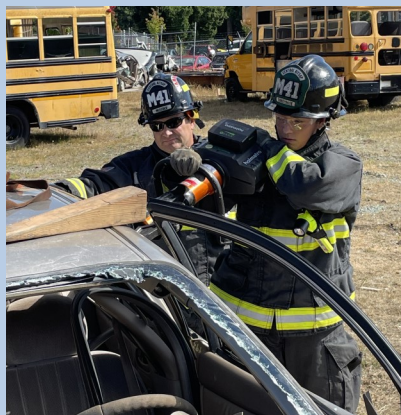




CENTRAL KITSAP ***FIRE & RESCUE***

2016-2022 Strategic Plan Extension

Updated: November 22, 2021



Letter from the Fire Chief



November 22, 2021

On behalf of the members of Central Kitsap Fire and Rescue, I am pleased to present the 2016-2022 Strategic Plan Extension. This is the third and final update to our original 2016 Strategic Plan.

Over the last six years, Central Kitsap Fire and Rescue has made major strides towards the strategic vision outlined in our original plan. The fire district has addressed its considerable needs related to apparatus, equipment and facilities during this time. Over the next year, CKFR will continue on that path, focusing on safe and effective staffing, supporting the fire district's operations and training, and delivering on the Phase 1 facility construction projects.

We plan to begin the formal process of building the new 2023-2028 Strategic Plan in the spring of 2022. Until that document comes to fruition, the organization will continue to pursue a long-term course of continuous improvement, becoming stronger and more resilient for years to come.

As my career in fire service begins to sunset, I would like to thank a moment and thank the people of Central Kitsap. It has been the greatest honor and privilege to have served as your Fire Chief. I would also like to thank the Board of Fire Commissioners and CKFR members who have participated in the strategic planning process over the years. Your support and dedication has allowed CKFR to provide outstanding fire suppression and emergency medical services to our wonderful community.

John Oliver
Fire Chief
Central Kitsap Fire and Rescue

Contents

Letter from the Fire Chief	2
----------------------------	---

Section 1: Introduction

Our Mission, Vision, and Values	5
Strategic Plan Development	6
History	7

Section 2: Organizational Overview

Governance	10
CKFR Today	11
Financial	12
Facilities Plan	14
Service Delivery Standards	16

Section 3: Strategic Goals

State of the District	22
2022 Priorities	23
Long-Term Goals	24





Section 1

Introduction



Our Mission, Vision, and Values

Our Mission

We are dedicated to the preservation and protection of life, property, and the environment.

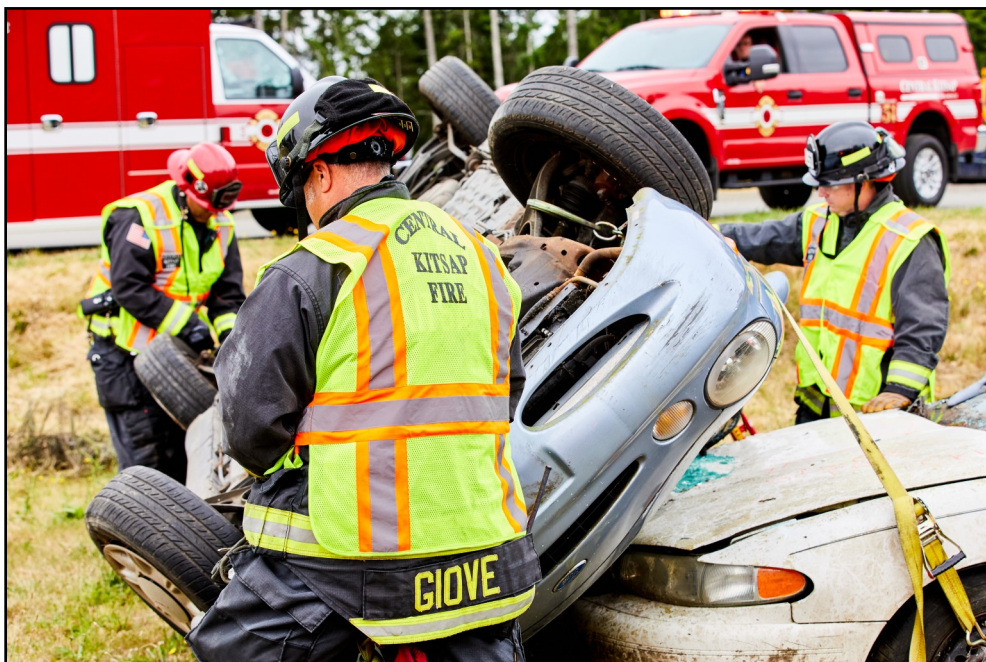
Our Vision

We will provide the best possible life safety education, fire suppression, rescue, and emergency medical services to citizens in Kitsap County.

Our Values and Core Covenants

We recognize that fulfilling our mission requires that we work effectively with one another. The following values and core covenant statements demonstrate how we will act in relationship to ourselves, the District and our community.

- ◇ **Integrity** *We will remember that our first priority is to serve our citizens effectively and efficiently in their time of need. We will adhere to a moral and ethical code to establish trust, respect, and cooperation.*
- ◇ **Loyalty** *We owe our allegiance to the citizens. We will fulfill our obligation by being faithful to one another and to our mission.*
- ◇ **Duty** *We have chosen to submit to the moral obligation of serving our community. We will fulfill this duty to the best of our ability each and every day.*
- ◇ **Respect** *We understand that our community is diverse. In order to promote goodwill and civility, we will treat others as we ourselves desire to be treated.*



Strategic Plan Development

Central Kitsap Fire & Rescue (CKFR) has been utilizing strategic planning for the last 30 years. An initial document was drafted in the mid 1980's and was referred to as the "Master Plan." The objective of the original Master Plan was limited to financial planning. It focused primarily on future needs of the District regarding personnel, apparatus and capital facilities.

During the 1990's, growth in the Silverdale area was so rapid that the District revised the Master Plan every 3 years. The Master Plan was updated every 5 years in the 2000's and achievements were summarized in an annual report. As the economic recession impacted the financial future of the organization, the established goals regarding growth and staffing were adjusted appropriately to the new financial realities.

In February of 2009, CKFR hired Emergencies Services Consulting International (ESCI) to complete an independent organizational analysis and provide advice to CKFR on future needs and opportunities for changes which could improve function and resource management. No subsequent Strategic Plan was drafted.

During 2012, the Strategic Plan Committee was formed at the direction of the Board of Fire Commissioners, tasked with planning a document based on future needs and goals of the District. In an effort to promote open communication, the committee was comprised of a cross section of District members who participated with an equal voice, regardless of rank or position. Fire Chief Scott Weninger was hired in August of 2012, and was asked to finalize the 2013-2015 Strategic Plan.

In 2016, a similar cross section of the District was again assembled at the direction of the Board of Fire Commissioners to update the Strategic Plan and set goals for the next 5 years. Staff conducted an organizational SWOT Analysis survey, which informed the committee of current strengths, weaknesses, opportunities and threats perceived by members. This information in addition to urban growth projections produced by Kitsap County helped guide the development of strategic goals. The outcome of this process is the 2016 Strategic Plan. The plan itself continues to be updated as needed.

The COVID-19 pandemic hit early on in 2020, lasting well into 2021, and put strategic planning on hold. On September 27, 2021, the Board of Commissioners at their regular meeting approved an extension of the 2016 strategic plan through the end of 2022. In 2022, the Strategic Planning Committee will reconvene and develop a new plan for 2023.



History

On June 22, 1942, with a vote of 76 “for” and 8 “against,” the citizens of the Silverdale area elected three residents as Fire Commissioners and approved the formation of Kitsap County Fire Protection District No. 1.

The newly formed Fire District was the first in the unincorporated area of Kitsap County. Through community donations, the District’s treasury soon contained \$600. By March 1943, the Fire District purchased a 1936 Chevy, 1.5 ton flatbed truck for \$425. With the assistance of Fire District members, a wooden water tank and gasoline-powered pump were mounted on the flat bed, which began to serve the citizens as the first and only fire truck for District No. 1. In 1945 and 1947, two additional fire trucks were purchased, bringing the fleet to a total of three apparatus. Bunker gear and other firefighting equipment were obtained from Districts across the state or permanently loaned to the District through war surplus.



From the early 1940s to 1960s, a total of 19 Fire Districts were established within Kitsap County. As years passed, small communities such as Seabeck and Olympic View, which had formally created their own Fire Districts, became a part of Fire District No. 1.

Original Kitsap County Fire Protection Districts

District #1—Silverdale

District #2—Bainbridge Island

District #3—Keyport

District #4—Suquamish

District #5—Indianola

District #6—Sunnyslope

District #7—South Kitsap

District #8—Navy Yard City

District #9—North Perry

District #10—Kingston

District #11—Tracyton

District #12—*Not Assigned*

District #13—Chico-Erlands Point

District #14—Hansville

District #15—Brownsville

District #16—Kitsap Lake-Wildcat Lake

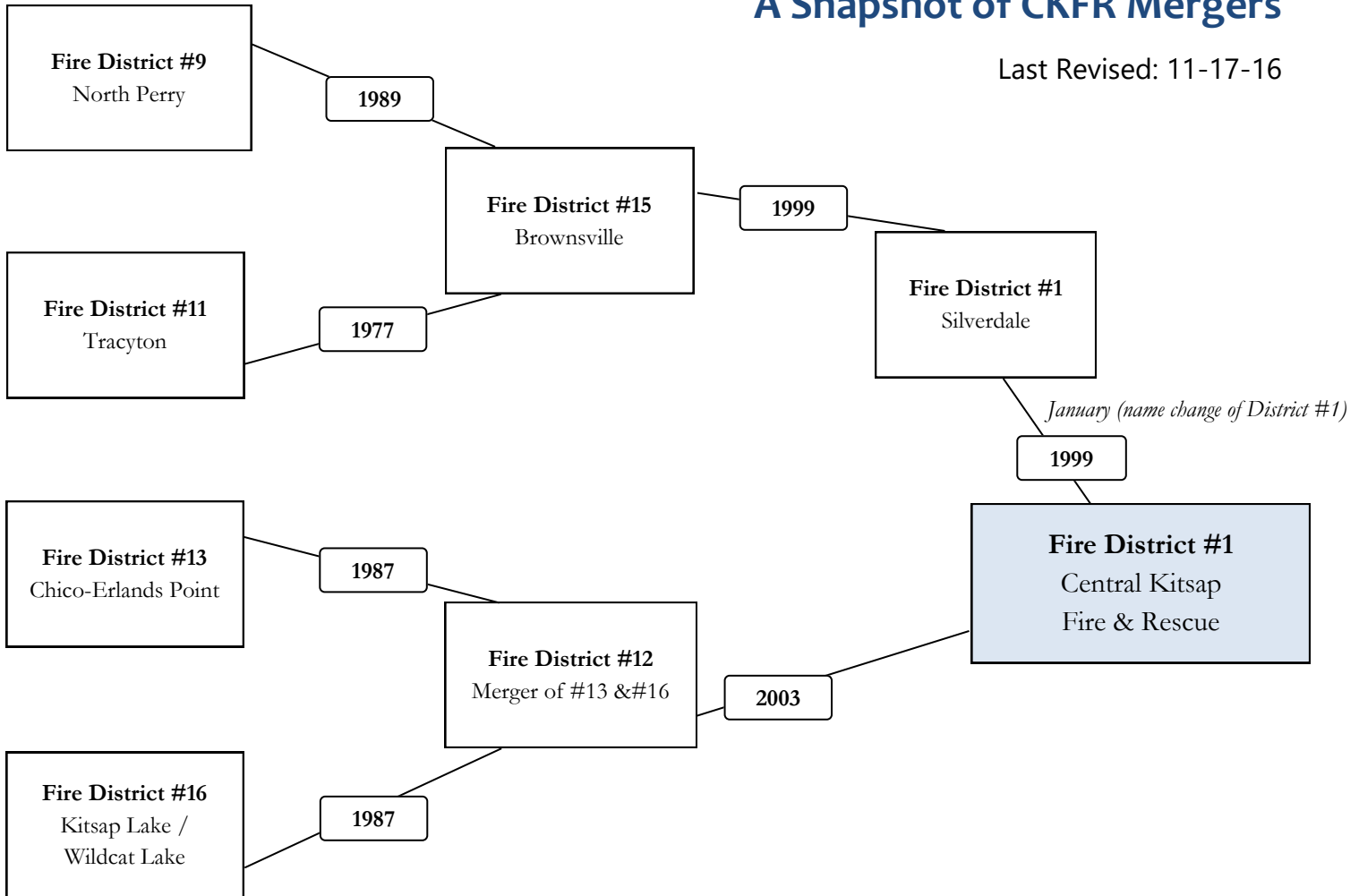
District #17—Lemolo Shore

District #18—Poulsbo

District #19—Westgate

A Snapshot of CKFR Mergers

Last Revised: 11-17-16



In 1977, Tracyton Fire District #11 merged with Brownsville Fire District #15, and built a new Fire Station in the Meadowdale area with Trident impact funds from the federal government. They continued to be known as Fire District #15.

In 1989, North Perry Fire District #9 merged with Fire District #15; and in 1999 Fire District #15 merged with Fire District #1. At this time the name was changed to Central Kitsap Fire & Rescue (CKFR). On January 1, 2003, Kitsap County Fire Protection District #12 (itself a product of mergers between Districts #13 and #16) became part of CKFR, bringing the total protected area to 115 square miles and serving an estimated population of over 70,000.

Today, Central Kitsap Fire & Rescue provides emergency medical treatment, fire suppression and rescue services to the community. All responders are trained for both fire and medical emergencies.



SECTION 2



Organizational Overview

Governance

Central Kitsap Fire and Rescue (CKFR) is a Fire Protection District as noted in Title 52 Revised Codes of Washington (RCW). This junior taxing district is governed by a 5-member Board of Fire Commissioners. The Board is responsible for defining the Fire District's long-term vision and for developing policies to be implemented by the administrative staff. They also are responsible for hiring a Fire Chief to serve as the Chief Executive Officer of the fire district. The Fire Chief serves at the discretion of the Board of Fire Commissioners and is responsible for the day-to-day operations of the District.

Members of the Board of Fire Commissioners for Central Kitsap Fire & Rescue serve staggered 6-year terms of office. Residents who are 18 years or older and live within the District's boundaries are eligible to run for office and serve on this board.

Central Kitsap Fire & Rescue's Board of Fire Commissioners



Nate Andrews

Position #1

Term: 2016-2021



Guy Earle

Position #2

Term: 2020-2025



Richard E. West

Position #3

Term: 2018-2023



Ken Erickson

Position #4

Term: 2020-2025



Bob Muhleman

Position #5

Term: 2018-2023

The Board of Fire Commissioners meets on the second and fourth Monday of every month in the Administrative Building at 4:00 PM. These meetings are open to the public and citizens are welcome to provide input and feedback on District services during these meetings. The first meeting of the month is a regular meeting where the majority of decisions are made, resolutions are passed, and reports are provided. The second meeting of the month is considered a study session, where the Board will have discussions to prepare for action at the next regular meeting.

CKFR Today

Central Kitsap Fire and Rescue is one of the largest emergency service providers in Kitsap County with a 2021 annual operating budget of \$28,657,485. Within its service boundaries, CKFR provides Fire, Rescue and Emergency Medical Services (EMS) response to an estimated population of over 72,000 residents. The CKFR boundaries encompass areas from the city limits of Bremerton to the south, to unincorporated Poulsbo to the north.



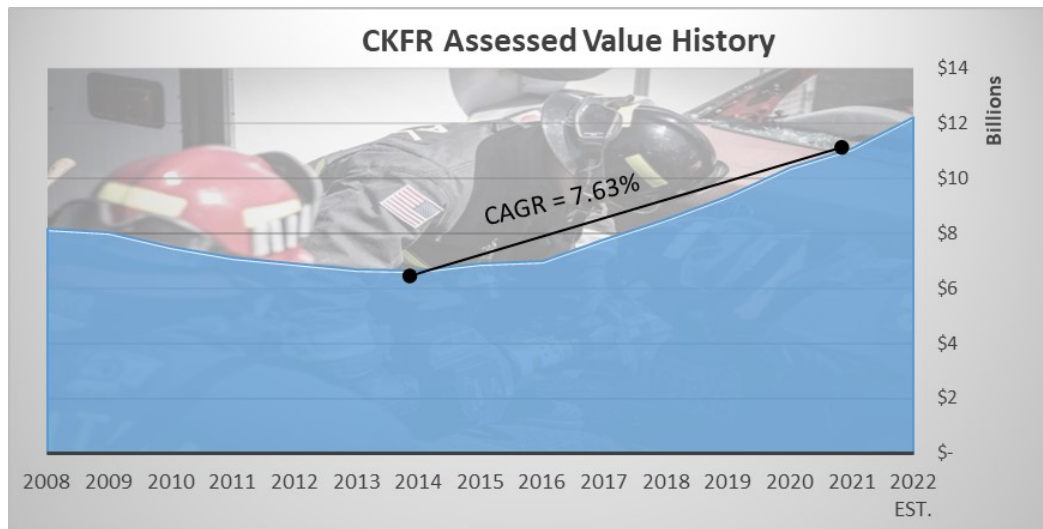
Staffing includes 117 career and 22 volunteer personnel operating out of 10 fire stations, one administration building, one vehicle maintenance center and one central supply warehouse. Five fire stations are staffed 24-hours per day with career Firefighter/EMTs. CKFR protects 115 square miles which includes 40 miles of tidal waterfront and adjacent saltwater area, plus numerous small lakes and ponds. The District proudly serves communities of varying sizes and character, including: Silverdale, Olympic View, Seabeck, Lake Symington, Lake Tahuya, Island Lake, Ridgetop, Crosby, Hintzville, Holly, Brownsville, Gilberton, Meadowdale, North Perry, Illahee, Tracyton, Chico, Wildcat Lake, Kitsap Lake, and Erlands Point.

Financial

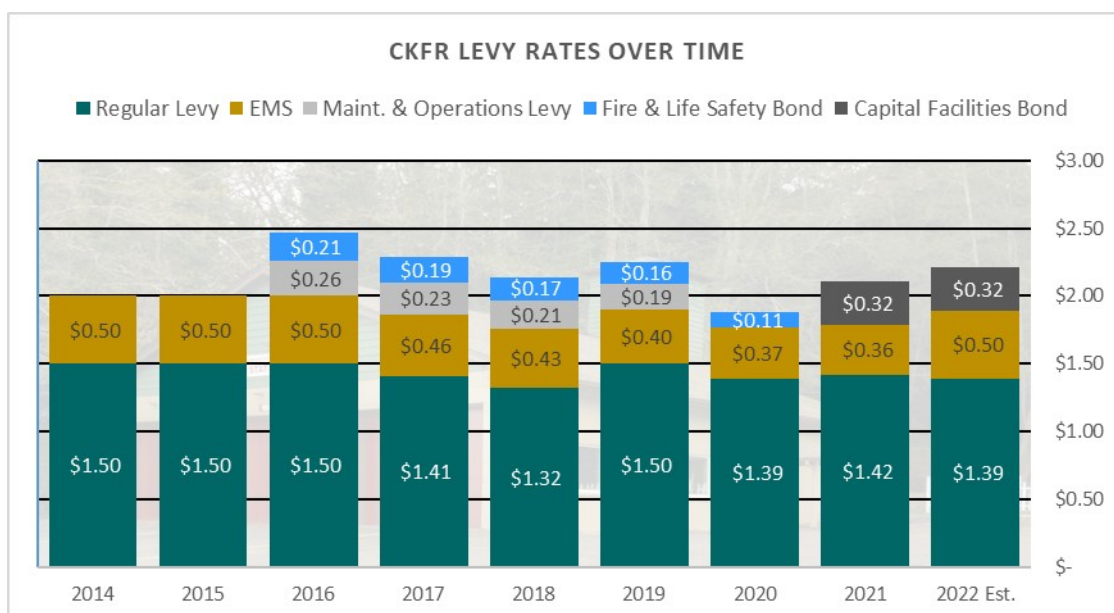
Revenue Sources

The District's primary operating revenue source comes from property taxes that consist of both a regular levy and an EMS levy. These levies are assessed to homeowners at a maximum rate of \$1.50 and \$0.50 per \$1,000 of assessed value (AV) respectively. Assessed values, which may differ significantly from actual market values, are determined annually by the Kitsap County Assessor's Office.

Since recovering from the lows following the 2008 financial crisis, the district's AV has grown significantly. Between 2014 and 2021, the district's compounded annual growth rate (CAGR) in assessed valuation was 7.6% and the County expects a growth of more than 10% in 2022 (see chart below).



In addition to the regular and EMS levies that support ongoing operations, voters may approve additional levies to help provide for other district objectives such as debt service to purchase apparatus and build fire stations. The chart below shows the actual district levies and amounts since 2014.



- ORGANIZATIONAL OVERVIEW -

The District is very grateful to enjoy widespread community support as demonstrated by the voter-approved ballot measures that have been passed since 2015.

77.8%

voted in
favor

2015 EMS Levy Renewal – Approved by voters in April 2015, voters supported the renewal of our EMS Levy for 6 years. The District will receive up to \$0.50 per \$1,000 of assessed property valuation to support emergency medical services.

54.2%

voted in
favor

2018 Regular Levy Lid Lift – In November of 2018, voters approved the restoration of our Regular Levy rate of \$1.50 per \$1,000 of assessed property valuation to fund fire protection and emergency medical services (Permanent Lid Lift, 6-year limit factor.)

61.1%

voted in
favor

2015 Maintenance & Operations Levy – Also approved by voters in November of 2015, the \$7.2 million Maintenance & Operations Levy was a 4-year levy needed in order for the District to maintain existing levels of service for the increasing population.

72.9%

voted in
favor

2020 Capital Facilities Bond – In November 2020, voters passed a \$58.3 million General Obligation Bond. This 20-year bond allows for the District to strategically combine and replace five fire stations, remodel four fire stations, and perform related improvements.

63.4%

voted in
favor

2015 Apparatus & Equipment Bond – In November of 2015, voters passed a \$6.7 million Apparatus & Equipment Bond. This 5-year bond allowed for the District to upgrade apparatus and fire and life safety equipment.

69.7%

voted in
favor

2021 EMS Levy Renewal – In November 2021, voters supported the continuation of our EMS Levy for an addition 6 years, to expire at the end of 2027. The District will receive up to \$0.50 per \$1,000 of assessed property value.

These revenue sources provide CKFR with an opportunity to meet the needs of our growing community and build a stronger fire district for the future. With additional revenue, CKFR is able to hire more personnel, upgrade vehicles and equipment to better meet NFPA national standards, and build stronger programs in EMS education, public outreach, and personnel development.

After property taxes, the District collects the remainder of its revenue from ambulance billing, the new Ground Emergency Medical Transport program (GEMT), and some miscellaneous revenue (e.g., fees, interest accrued from savings accounts, sales of surplus equipment, and contracts). How revenue is spent is outlined through the District's comprehensive financial policy and the adopted Annual Operating Budget.

Financial Guidelines Policy

The Board of Commissioners adopted updated financial policies on May 11, 2020 to assist CKFR administration in managing the financial business of the district in the main areas below. All listed areas are reviewed annually and adjusted as needed – but require review adoption by the BOC no less than every two years.

1. *Strategic and Capital Improvement Planning*
2. *Minimum General Fund Balance and Reserves*
3. *Budgeting*
4. *Expenditures*
5. *Revenues*
6. *Capital Facility Projects and Capital Apparatus and Equipment Replacements*
7. *Capital Asset Management*
8. *Financial Reporting*
9. *Budget Directives*
10. *Debt Issuance*

Facilities Plan

With the passage of the 2020 capital bond, CKFR will strategically combine and replace five fire stations, remodel four fire stations and perform related improvements including seismic upgrades. The capital projects are split into two phases:

- **Phase 1:** St. 52 Build, St. 45 Replacement, St. 57 Build, and St. 53 Replacement
- **Phase 2:** St. 51 Replacement, St. 64 Remodel, St. 41 Remodel, St. 56 Remodel and St. 42 Remodel



Station 41 – Meadowdale

7600 Old Military Road NE

Bremerton, WA 98311

Built in 1979

Remodel – Estimated to begin design in May 2023



Station 42 – Island Lake

14061 Central Valley Road NE

Poulsbo, WA 98370

Built in 1999

Remodel – Estimated to begin design in May 2024



Station 45 – North Perry

3725 Trenton Ave NE

Bremerton, WA 98310

New Construction – Expected to break ground in May 2022



Station 51 – Silverdale

10955 Silverdale Way NW

Silverdale, WA 98383

New Construction – Site design begins in May 2022



Station 52 – Olympic View

15393 Olympic View Rd NW

Silverdale, WA 98383

New Construction – Expected to break ground in January 2022

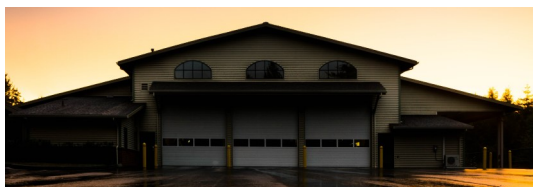


Station 53 – Seabeck

15565 Seabeck Hwy NW

Seabeck, WA 98380

New Construction – Expected to break ground in December 2022
(Property owned by the Central Kitsap School District)



Station 56 – Seabeck / Nicholas

6470 Seabeck Hwy NW

Bremerton, WA 98312

Built in 1998

Remodel – Estimated to begin design in November 2023



Station 57 – Lake Symington

Corner of NW Coho Run and NW Holly Rd

New Construction – Expected to break ground in September 2022



Station 64 – Chico

4065 Chico Way

Bremerton, WA 98312

Built in 1999

Remodel – Estimated to begin design in October 2022

The fire district jointly owns and operates an Administrative Office and Vehicle Maintenance Shop with Silverdale Water District, which will also be undergoing a 2 phase remodel beginning in December 2021. Additionally, CKFR operates a Central Supply facility and a Facilities Maintenance building.



Administrative Building

5300 NW Newberry Hill Rd, Ste. 101

Silverdale, WA 98383

Built in 2001

Remodel – Phase 1 begins December 2021



Vehicle Maintenance Shop

5300 NW Newberry Hill Rd, Ste. 101

Silverdale, WA 98383

Built in 2001

Remodel – Phase 2 begins after Phase 1's completion



Central Supply

4071 Chico Way NW

Bremerton, WA 98312

Built in 1958



Facilities Maintenance Building

9340 Holly Rd NW

Bremerton, WA 98312

Built in 1998

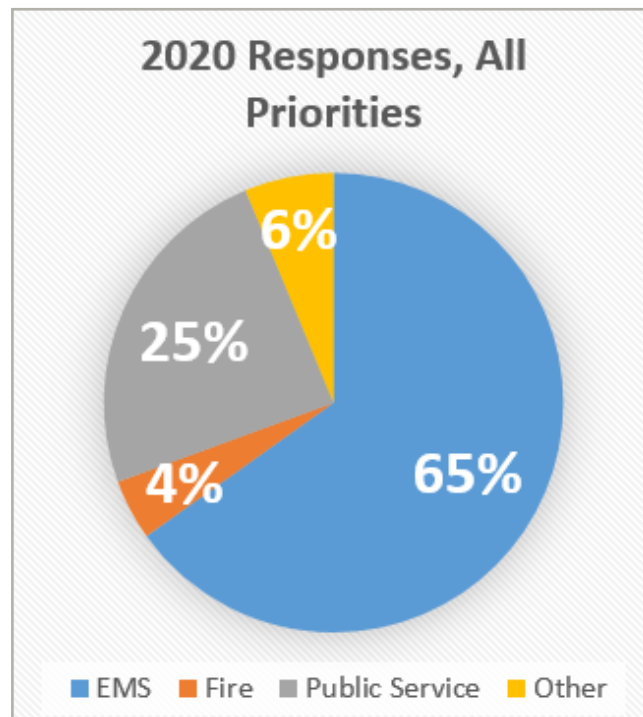
Service Delivery Standards

Services Provided

Below is a list of some of the many services we provide to our citizens:

- ◇ Fire Suppression
- ◇ Emergency Medical Services (EMS) – Basic Life Support (BLS)
- ◇ Emergency Medical Services (EMS) – Advanced Life Support (ALS)
- ◇ Public Education
- ◇ Hazardous Materials Response
- ◇ Technical Rescue Response

CKFR staffs apparatus with two (2) career firefighters. The District uses a response matrix that sends the most appropriate unit(s) to every emergency. For most incidents, the District sends out four (4) cross-trained responders. For example, when responding to a medical incident, CKFR sends either a Basic Life Support (BLS) or Advanced Life Support (ALS) ambulance and a fire apparatus. The fire apparatus is used to provide additional personnel for assistance with patient care and with moving the patient to the ambulance.



	EMS	Fire	HazMat	Rupt/Exp	Pub Asst	Good Int	Other	FALSE	Weather	Total
2016	4,561	188	274	8	1,350	739	12	360	2	7,494
2017	4,813	169	251	8	1,317	672	183	332	6	7,751
2018	5,093	229	237	9	1,334	792	112	393	10	8,209
2019	5,719	192	175	12	1,077	920	183	420	2	8,700
2020	5,499	142	207	11	1,054	1,000	74	441	13	8,441

Response Performance Standard

Response performance standards for the fire service can center on several different philosophies. These standards can be developed locally or an agency can adopt an external standard from an agency such as The National Fire Protection Association (NFPA).

NFPA promulgates a multitude of standards that cover fire department operations. Specifically, NFPA 1710 *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (2010 Edition)*, identifies nationally accepted standards relating to substantially career-operated fire departments. Within NFPA 1710, response time guidelines for initial response to fire and emergency medical incidents and provisions for Advanced Life Support (ALS) are identified.

Service Delivery Deployment Standards

Fire Suppression

Initial Arriving Company

NFPA 1710, 5.2.4.1.1 – The fire department’s fire suppression resources shall be deployed to provide for the arrival of an engine company within a 240-second travel time to 90-percent of the incidents as established in Chapter 4.

Emergency Medical Services (EMS)

First Responder

NFPA 1710, 5.3.3.3.2 – The fire department’s EMS for providing a first responder with AED shall be deployed to provide for the arrival of a first responder with AED Company within a 240-second travel time to 90 percent of the incidents, as established in Chapter 4.

Advanced Life Support (ALS)

NFPA 1710, 5.3.3.3.3 – The fire department’s ALS response company shall be deployed to provide for arrival within a 480-second travel time to 90 percent of the incidents, provided a first responder with an AED or a BLS unit arrived in a 240-second or less travel time, as established in Chapter 4.

Emergency Dispatch

NFPA 1221, 7.4.2 – 95-percent of emergency call processing and dispatching shall be completed within 60 seconds and 99-percent of call processing and dispatching shall be completed within 90 seconds.

Measuring Performance

Response times are comprised of the following: 911 center call processing and dispatch time, turnout time, and travel time. CKFR is constantly monitoring the times that are affected by human interaction. We currently track turnout time (the time from when our station receives a tone to the time the wheels are rolling) to ensure we are moving as efficiently as possible. We are also participating in an initiative to improve inefficiencies in the 911 center call processing times which will benefit the entire county.

Our dispatch center, Kitsap 911, is a third party entity. CKFR has input as a member of the Kitsap 911 Fire Users Group. Our agencies work collaboratively to improve our service delivery to our citizens. Below are recent performance measurements from Kitsap 911 related to Fire/EMS call processing.

Dispatch Performance Standards			
Priority 1 Law Enforcement	2018	2019	2020
Average Dispatch Time Priority 1 Law Events	29	30	26 seconds
FIRE/EMS Standards	2018	2019	2020
90% Dispatched within 64 Seconds	84%	81.5%	75.6%
95% Dispatched Between within 106 Sec.	96%	96.6%	96%
Answered to Dispatched	:47	:47	:52 seconds

***Table above is from [Kitsap 911's 2020 Performance Measures Report](#).**

For Fire/EMS, there are two categories: For the first category - 90% of events dispatched within 64 seconds, our average for 2020 was 75.6% within 64 seconds, a decreased from 81.5% in 2019.

For the second category, 95% of events dispatched within 106 seconds, our 2020 average was 96% a slight decrease from 2019's 96.6%. These decreases are directly related to required screening questions for COVID as well as a triage line that was implemented for a few months in 2020.

Service Level Objectives

CKFR has adopted Service Level Objective (SLO) criteria for turnout and response times in suburban, rural and wilderness response zones in the District. These goals are based on 90-percent fractal calculations. The 90-percent fractal figures are obtained by listing all incidents in a specific category and determining where the time at the 90th percentile is. Due to the relatively small data set in some areas, one anomaly can skew the 90-percent fractal dramatically. Because of this, we are including averages (Avg.) as a comparison.

Priority 1 Event – Imminent life or property risk- critical incident. Speed of arrival is likely a matter of life or death.

Priority 2 Event – Serious life or significant property loss risk- urgent incident. These incidents could become Priority 1 if not dealt with properly.

Turnout Time – The time beginning when units receive notification of the emergency to the beginning point of response.

ALS – Advanced Life Support. An incident requiring advanced care from a Paramedic.

2020 CKFR Average Turnout Times

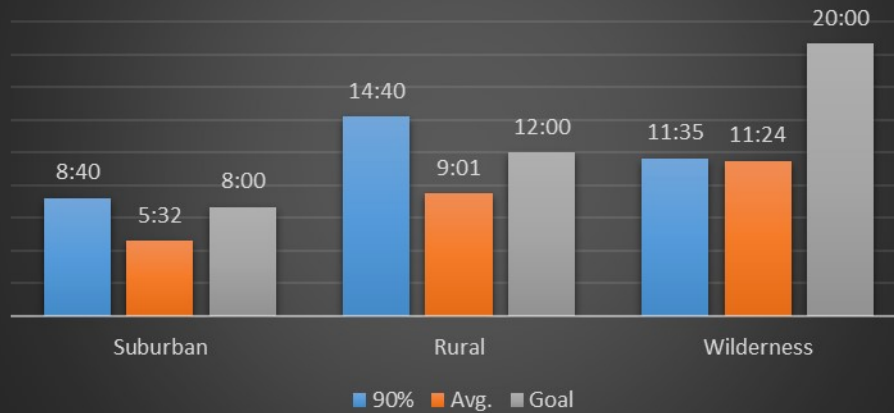
Priority 1 & 2 Incidents

01:02

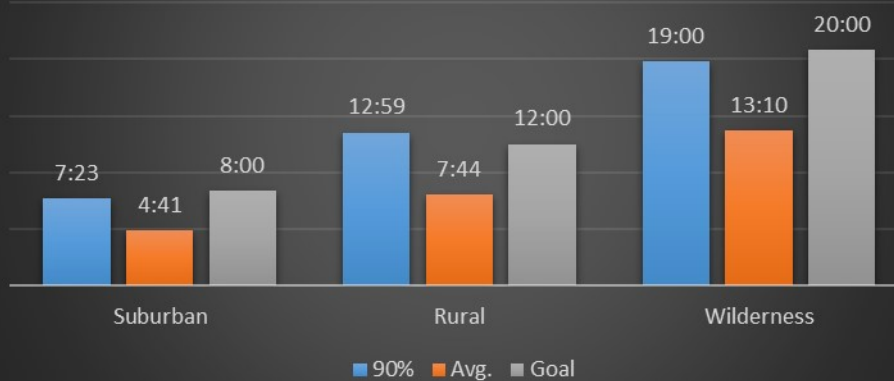
2020 CKFR Response Time Performance

	Suburban	Rural	Wilderness
1st Engine Company at a Fire Suppression Event (Priority 1 & 2)	08:40 (90%)	14:40 (90%)	11:35 (90%)
	05:32 (Avg.)	09:01 (Avg.)	11:24 (Avg.)
Arrival of 1st Responder at an EMS Incident (Priority 1 & 2)	07:23 (90%)	12:59 (90%)	19:00 (90%)
	04:41 (Avg.)	07:44 (Avg.)	13:10 (Avg.)
Arrival of 1st ALS Unit at an EMS Incident (Priority 1 & 2)	10:20 (90%)	14:52 (90%)	22:32 (90%)
	06:19 (Avg.)	09:25 (Avg.)	16:01 (Avg.)

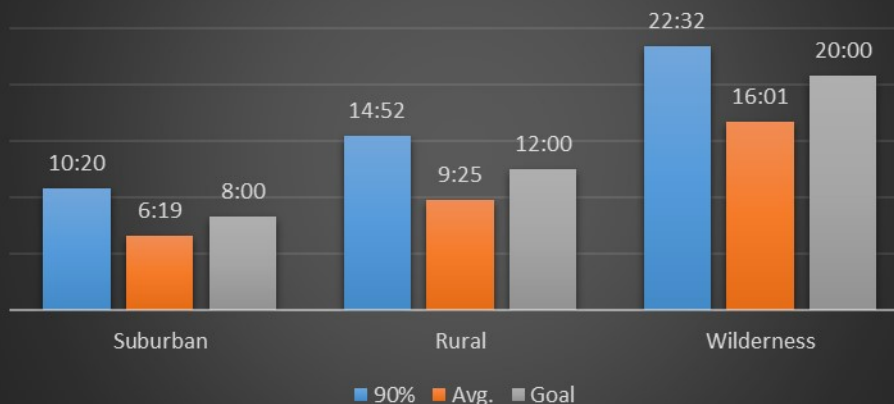
1st Engine Company at P1 & P2 Fire Suppression Event



Arrival of 1st Responder at P1 & P2 EMS Incident



Arrival of 1st ALS Unit at a P1 & P2 EMS Incident





Section 3

Strategic Goals



State of the District



Fire Chief Oliver

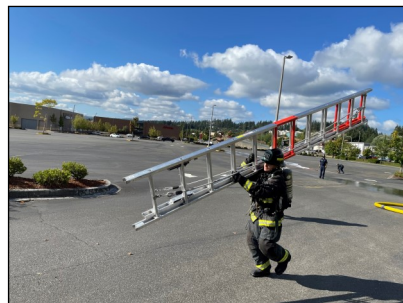
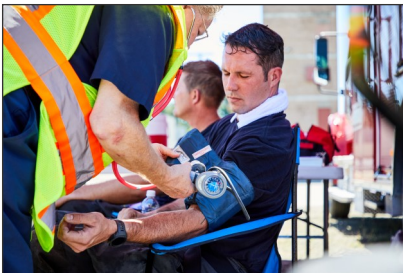
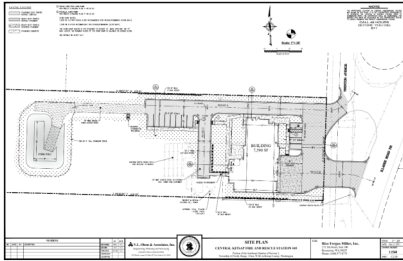
Central Kitsap Fire and Rescue consistently delivers high quality fire suppression and emergency medicine to our community. One of our greatest strengths is our compassion – it is evident in every corner of our organization, from our service delivery, to the overwhelming support received from our community. Another one of our greatest strengths is our human capital – the combination of skills, knowledge and experience within our workforce that allows us to accomplish our goals and provide exemplary service. These strengths are what allow us to **“build our future today.”**

With this year’s focus geared towards safe staffing, the challenge is no longer if we can hire more firefighters, but instead, how many can we hire? There is no doubt that we will continue to add more and more firefighters to our ranks. As our workforce grows, it will take great effort from the entire organization to ensure that we **“build their future today”** through high-quality training and education.

As we look towards the future, many overarching project areas come into focus, including succession planning, supporting our operations and training, and managing the construction projects within our fire district. With my upcoming retirement, I am confident that my successor will guide the organization through the journey ahead. What has allowed us to achieve greatness in a very short amount of time will still be prevalent as we **“build the future today.”**

The mission driven culture is woven into the fabric of Central Kitsap Fire and Rescue. I often think about “letting up on the throttle” as we continue to meet and exceed our goals. On the other hand, what I see throughout our organization is our members “firing on all cylinders”. Our success continues to make a positive impact locally and regionally. So let’s **“build the future today,”** remember the lessons learned, and have appreciation for what we have built together.

2022 Priorities



Capital Projects

- 1. Phase 1 Bond Capital Projects – Stations 52, 45, 57, 53**
 - ⇒ Permits, bid, awards and construction of all four projects
- 2. Admin & Shop Remodel with SWD**
 - ⇒ Facilitate Phase 1 construction
- 3. Phase 2 Bond Capital Projects Design Phase**
 - ⇒ Confirm site location for Station 51
 - ⇒ Begin Design Phase for Station 51, 41

Personnel

- 1. Succession Planning**
 - ⇒ Fire Chief succession plan
 - ⇒ Identify and address Executive Chief Officer vacancies
 - ⇒ Address Administration resiliency
- 2. Hiring 17 FTEs**
 - ⇒ Recruit, hire and retain the best
 - ⇒ Provide a full academy for new hires
- 3. Update Collective Bargaining Agreements**
 - ⇒ NUBUS contract term ends in 2021
 - ⇒ BUBS contract term ends in 2022
- 4. Fleet Services Reorganization**
 - ⇒ Facilitate fleet vision, planning and implementation
- 5. Health & Wellness**
 - ⇒ Continue supporting training, education and equipment to ensure employee safety

Support Operations & Training

- 1. New Strategic Plan**
 - ⇒ Reconvene Citizens Advisory Committee, new BOC Standards of Coverage, provide internal and external input, and adopt
- 2. Diversity, Equity and Inclusion**
 - ⇒ Continue to recruit, hire and retain excellent employees
 - ⇒ Provide an environment and opportunities for all personnel to thrive personally and professionally
 - ⇒ Fully understand each component of DEI and how they work collectively together before reevaluating our efforts



3. Apparatus:

- ⇒ Spec and purchase Engine & Medic Unit
- ⇒ Spec and purchase Major Incident Command Vehicle using height mitigation funds

4. Support Kitsap County Fire Training Consortium

- ⇒ Fill staffing commitments

Long-Term Goals

Safe and Effective Staffing

- ⇒ Achieve sustained 3 person staffing by 2024

Organizational Efficiencies through Partnerships

- ⇒ SKFR Partnership – continuing the current collaborative project areas
- ⇒ Explore RFA feasibility
- ⇒ Leverage the Admin campus vision with SWD

Diversity, Equity and Inclusion

- ⇒ Continue to develop strategies to recruit and attract a more diverse applicant pool for position vacancies
- ⇒ Assess and align our policies, procedures and practices to assure that they promote inclusivity in the workplace
- ⇒ Provide trainings that enhance all employees' awareness of the principles of diversity, equity and inclusion
- ⇒ Cultivate and maintain an environment where all employees are able to thrive personally and professionally

Health and Wellness

- ⇒ Continue supporting training, education and equipment to ensure employee safety
- ⇒ Occupational Medicine Consortium

Security – Asset Protection and Protection of Human Services

- ⇒ Violence in the workplace
- ⇒ Employee safety
- ⇒ Capital security

Disaster Planning/Emergency Preparedness

- ⇒ Implement lessons learned from the pandemic
- ⇒ Identify and prepare for threats to our citizens and organization



Central Kitsap Fire & Rescue

5300 NW Newberry Hill Rd, Suite 101
Silverdale, WA 98383
(360) 447-3550

