

Services

February 25, 2026

By conducting a thorough financial SWOT analysis, we can identify areas for improvement, prioritize strategic initiatives, and develop effective plans to ensure long-term financial stability and effective emergency response capabilities. The SWOT provides an opportunity for a closer look. It can help identify untapped areas for expansion or innovation. It can spot threats early to allow for proactive strategies. It can help give a realistic view of where things stand and where to go next. It can help in setting priorities and making informed decisions.

This is one of eight priority areas identified for a periodic SWOT analysis. Services encompasses a range of fire prevention, protection, and emergency response activities, including fire suppression, emergency medical services, rescue operations, and sometimes specialized responses for wild land firefighting and hazardous materials events. The category also addresses fire safety education and public outreach programs.

Strengths: What we and others have identified as our strengths, our capacities, and our unique capabilities - what we do well. Identified to assure that CCFPD4 is providing the services requested by the community.

- Meeting our obligation to preserve life, protect property, and safeguard the local community, including our commitment to emergency and disaster preparedness, prevention, response and recovery, despite the recent increase in call volume.
- Highly trained personnel with specialized skills.
- Support for volunteers in obtaining new certifications, promotions, and leadership roles.
- Positive attitudes and culture regarding intense training.
- Number and quality of paramedics, EMTs, firefighters, and other emergency responders.
- A culture of cooperation, teamwork, and comradery.
- A highly motivated and active volunteer force.
- Rapid response times within the Joyce Operational Area.
- Utilization of advanced technology for fire detection, dispatch, and data analysis to optimize operations, and for timely uninterrupted communication and coordination during incidents.
- Well documented incident data and reporting.
- Established relationships and cooperation with neighboring fire districts, EMS providers, law enforcement, OMC, and other emergency services.
- Multiple air lift landing zones within the district and established ongoing training with the flight crews.
- Proven, award winning, financial accountability.
- Facilities built to exceptional standards, advance structural integrity, and state of the art capabilities.

- Provision of community outreach through First Aid (Stop the bleed, CPR, use of an AED), and similar educational initiatives.
- Continuing to build relationships and understanding throughout the organization and within our community through training and collaboration.
- Highly trusted and respected by the community.
- Open to new approaches and technological advances in the fire service.

Weaknesses: To move progressively forward we must also identify areas where we function less than satisfactorily, poorly, or not at all, where we struggle or lack. These areas of needed improvement (day-to-day issues, concerns, inefficiencies, complacencies that slow or inhibit progress) are not the same as threats.

- Limited sources of revenue.
- Insufficient equipment for some emergencies (e.g. vehicles and specialty equipment for wildland firefighting and search and rescue).
- Limited volunteer availability.
- Lack of a succession plan for the Fire Chief.

Opportunities: Trends that may positively impact the district and opportunities available to us. The focus is on existing service and on expanding and developing new possibilities both inside and beyond CCFPD4. How we might grow and continue to succeed.

- To improve readiness for mobilization during a disaster, through the Incident Command System (ICS) and related protocols with JEPP, CERT and other community organizations.
- To provide public education and outreach on wildfire hazards and risk reduction for the Joyce community.
- To provide proactive fire prevention programs, educating the public on proper fire and personal safety.
- To grow in-house training beyond EMS and firefighting, and academy attendance, taking advantage of the new facilities.
- To increase participation in advanced medical training (ie. AEMT and paramedic trainings) for our volunteers.
- To maximize non-combat community support to allow first responders to focus on operational duties, training, and emergencies.

Challenges: Knowing the more general and internal challenges we face helps us make better informed and strategic decisions. These are internal obstacles or difficulties that we face in achieving goals. They can be related to internal resources, processes, or capabilities.

- Controlling spending to balance needs (i.e. necessary equipment, staffing levels, and training programs).
- Garnering community and political support.
- Addressing growing service demands for a small volunteer organization.
- Geographic challenges, including difficult terrain, weather-related obstacles, and our coastal environment.

- Addressing the growing concern for firefighter on scene safety and mental health issues.
- Preventing firefighter injury and occupational illness.
- Enhancing technical training for unusual situations like high-angle rescues, water rescues, and extrications from vehicle accidents.
- Managing hazardous materials spills and incidents to minimize risks to the community.
- Maximizing knowledge and skills to ensure proper decontamination when necessary.
- Having the tools & resources required to respond to the increasing threat of severe wildfires.
- Maintaining aging ambulances, engines, tenders and other district vehicles.
- Planning for future needs (vehicles and equipment).

Threats: External factors that could negatively impact our performance or success. They are largely, but not always, beyond our control and can include things like economic downturns or regulatory changes.

- Out of control increasing costs of new fire/EMS apparatus.
- Hazards and team safety when responding in inclement weather (e.g. high winds, raging rain, storms, snow, hail, blizzards, and heavy fog).
- Potential significant disruptions from man-made and natural disasters.
- The looming concern regarding the impact of a CSZ mega quake.
- A reduction in federal support.
- The uncertainty of future health care reimbursement.
- Reductions in patient coverage by the insurance industry and over reliance on 911.
- Decisions that could increase pediatric emergencies caused by preventable diseases.
- Generational shifts in volunteerism - a relatively small younger population and small local recruitment pool.
- The next global pandemic, dubbed "Disease X", which some experts predict is likely to occur, predicting a one in four chance of another outbreak on the scale of Covid-19 – influenza, coronavirus, or something completely new.

Proposed Services goals:

1. Establish a residency or evening/night, paid, on-call program by 2030.
2. Add an additional two paramedics to the team by 2030.
3. Exercise our Incident Command System by the end 2027, by reviewing current ICS protocols, by improving clarity and coordination with JEPP, CERT, CCEM, and other community organizations, by updating training materials, and by conducting periodic ICS training sessions to ensure readiness in the event of a disaster.
4. Conduct a biennial review of our Incident Command System, from 2029 forward, to ensure readiness for major disruptive events, especially regarding the risk of a Coast Subduction Zone Megaquake and other natural hazards, further developing a comprehensive emergency response plan in partnership with local, regional, and state agencies.

5. Develop a Wildfire Risk Reduction and Vegetation Management Program by the end of 2027, determining legal authority by consulting legal advisors to about the district's scope for implementing wildland risk assessments and public education programs, while complying with RCW 52.
6. Ensure consistent compliance with the Health Insurance and Portability Act (HIPPA) and ESO incident reporting.