



ANNAPOLIS FIRE DEPARTMENT

2025-2030

STRATEGIC PLAN

MANAGEMENT AND IMPLEMENTATION GUIDE



Facilitated by



Center for
Public Safety
Excellence

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Foreword

As part of the community-driven strategic planning process, this management and implementation guide was developed to assist the Annapolis Fire Department (AFD) in managing its future success through institutionalization, implementation, monitoring of progress, and results feedback. The AFD must remember that a plan without managed implementation will never result in change and greater success. This is a living document that the agency should use throughout the duration of its community-driven strategic plan. It provides for further revision, accountability, ways to measure and celebrate success, and desired outcomes. Additionally, information is provided to ensure alignment with the strategic vision of the authority having jurisdiction or other sources, as determined by the AFD.

The Success of the Strategic Plan

The Annapolis Fire Department approached its desire for organizational change and continuous improvement by developing a community-driven strategic plan focused on input and participation from the community and agency stakeholders. The success of this community-driven strategic plan will be rooted in a quality implementation and institutionalization plan, and support from all who hold a stake in the AFD.

Without a genuine focus on implementing and institutionalizing this plan, the AFD may fall short of the desired change. The CPSE recognizes the agency's commitment to its community and supports the continuous improvement identified in this community-driven strategic plan.

Communication

Developing communication processes to disseminate the strategic plan's goals, objectives, and tasking concepts will be key to the agency's success in institutionalizing strategic planning processes. Even the best strategic plans are undermined by the inability to effectively communicate plan goals and objectives that align member actions, and this is a central reason agencies lose control during implementation. Creating a comprehensive communication plan with clear accountability, ensuring the information needs of various stakeholders are met, and allowing relevant information to go to the right person at the right time to avoid information overload and confusion, will support implementation efforts.

There are various ways an agency may utilize its current communication systems to distribute the plan's elements and agency successes as implementation activities progress. Recognition of the importance of reporting progress to all levels of the agency and its stakeholders will assist in determining which of those systems should be included in the disseminated information.

Implementation

A contributing factor to the success of the community-driven strategic plan is its implementation across all levels of the organization. The implementation phase provides an excellent opportunity to communicate to all stakeholders about the intended changes, applicable outcomes, and the direction the department is heading.

Many avenues of implementation are used by agencies that sincerely understand the power of the community-driven strategic plan. Just as the plan's development included agency stakeholders representing a broad spectrum internally, the implementation phase must also ensure that the same representation model is utilized. All agency stakeholders who contributed to the plan's development should be empowered to ensure that members throughout the organization can be part of the implementation phase.

Whether or not they participated in the development of the community-driven strategic plan, all agency stakeholders must recognize that this plan is for the entire agency and is not just representative of the AFD's leadership. Perceived and actual ownership across the Annapolis Fire Department increases the probability of success and the realization of the desired outcomes.

Tips for Institutionalization

Communicate to all levels, even during onboarding.

Get all levels involved in the implementation and tap their creativity.

Empower all leaders and let them go.

Maintain accountability.

Report progress regularly for all to see.

Performance Measurement

By incorporating performance measures into this community-driven strategic plan, the Annapolis Fire Department has ensured greater success through implementation and institutionalization. However, the agency must continue to measure its successes and challenges during plan execution to stay on course for positive change and delivery to its community. Greater focus should remain on the plan's intended outcomes, not just agency inputs and outputs.

Outcomes are the indicators of success, the anticipated, observable, and measurable results realized at the completion of each objective. Aspirations and results from the SOAR analysis may be considered as a guide in the development of outcomes that align with the objectives. Measured outcomes may be included with each objective.

Goals, Objectives, and Tasks



GOAL 1: Develop a skilled, diverse, and resilient workforce through ongoing training, leadership growth, and effective recruitment, ensuring operational excellence and community safety.

OBJECTIVE 1.1

Develop a staffing model that best serves our community and their needs.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify issues and gaps in the current staffing model.	3 months	Deputy Chief of Operations
<input type="checkbox"/> Analyze data and compare current staffing levels to industry standards, best practices, and those of similar-sized organizations.	5 months	
<input type="checkbox"/> Develop an action plan and staffing model based on research and analysis.	4 months	
<input type="checkbox"/> Create a report of findings and recommendations to the Fire Chief for funding and approval.	2 months	
<input type="checkbox"/> Upon approval, implement the approved plan of action.	2 months	
<input type="checkbox"/> Review the staffing plan to ensure it meets the community's needs, and revise as necessary.	1 month, annually	

OBJECTIVE 1.2

Develop a recruitment program to attract a more qualified and diverse applicant pool that better reflects and serves the community.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify relevant factors associated with current recruitment issues.	2 months	Battalion Chief Special Projects
<input type="checkbox"/> Analyze the recruitment programs of similar-sized departments that have been successful.	2 months	
<input type="checkbox"/> Research and compare plans for possible use.	2 months	
<input type="checkbox"/> Develop a recruitment plan with recommendations and send it to the Fire Chief for funding and approval.	1 month	
<input type="checkbox"/> Upon approval, implement the recruitment plan.	6 months	
<input type="checkbox"/> Review the plan every six months to determine effectiveness, revise as needed.	1 month	

OBJECTIVE 1.3

Strengthen long-term commitment and job satisfaction by fostering a supportive culture, encouraging career growth, and retaining a skilled, diverse, and dedicated workforce.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current department issues related to retention.	2 months	Battalion Chief Special Projects
<input type="checkbox"/> Research similar-sized departments' retention plans and gather data for a report of findings.	2 months	
<input type="checkbox"/> Using the report of findings, develop a retention plan with recommendations for the Fire Chief, including funding and approval.	3 months	
<input type="checkbox"/> Upon approval, implement the department retention plan.	6 months	
<input type="checkbox"/> Review the retention plan every six months for effectiveness and revise as needed.	1 month	

OBJECTIVE 1.4

Establish a structured training curriculum to keep all personnel updated on the latest fire suppression techniques, rescue operations, and EMS practices.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate the current department training curriculum against MFRI and NFPA plans.	2 months	Battalion Chief of Training
<input type="checkbox"/> Research and analyze the current department curriculum against that of like-sized departments, and create a report of the findings.	3 months	
<input type="checkbox"/> Develop a plan to address current deficiencies and needs.	2 months	
<input type="checkbox"/> Using all collected research, create a structured training curriculum and recommendations to send to the Fire Chief for approval and funding.	2 months	
<input type="checkbox"/> Upon approval, implement the new training plan and curriculum.	12 months	
<input type="checkbox"/> Review to ensure the plan and curriculum meet the needs of the department and community, and revise as needed.	Quarterly (first year) then annually	

GOAL 2: Develop a capital improvement plan that encompasses facilities, equipment, PPE, and information technology that allows for budgetary planning and supports operational efficiency and efficacy.

OBJECTIVE 2.1

Ensure adequate office space for administrative services to facilitate an efficient and effective workflow, thereby increasing productivity.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the current workplace and space allocation for the department's administrative locations.	3 months	Office of the Fire Chief
<input type="checkbox"/> Identify areas for needed growth and improvement.	3 months	
<input type="checkbox"/> Develop an action plan to combine and identify needs and future goals.	3 months	
<input type="checkbox"/> Determine funding needs.	12 months	
<input type="checkbox"/> When funding and a revised action plan are approved, implement the plan.	6 months	
<input type="checkbox"/> Review the plan for effectiveness after one month and then annually, revise as needed.	1 month	

OBJECTIVE 2.2

Ensure existing stations and training facility meet or exceed current applicable codes and standards for the health, safety, and wellness of personnel and fixed assets.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the current standards and codes that must be met for all aspects.	1 month	Deputy Chief of Administration
<input type="checkbox"/> Identify the current status of all facilities.	3 months	
<input type="checkbox"/> Determine the need for an independent training facility.	12 months	
<input type="checkbox"/> Analyze and prioritize the identified needs.	3 months	
<input type="checkbox"/> Develop a cost analysis for the list.	12 months	
<input type="checkbox"/> Develop an execution plan.	3 months	
<input type="checkbox"/> Implement the plan upon approval.	3 months	
<input type="checkbox"/> Review the execution plan monthly for the first year and then annually for completion of items, and revise as needed.	1 month	

OBJECTIVE 2.3

Develop an apparatus replacement schedule to allow for proper budgetary planning to ensure the most up-to-date fleet that complies with NFPA standards.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current standards in place.	1 month	Deputy Chief of Operations
<input type="checkbox"/> Identify NFPA standards for apparatus replacement.	1 month	
<input type="checkbox"/> Work with the Fleet Manager and Central Services to review the vehicle replacement schedule based on the data and standards.	1 month	
<input type="checkbox"/> Utilize the City's bidding process for Capital Purchases.	6 months	
<input type="checkbox"/> Create a cost analysis for all aspects.	1 month	
<input type="checkbox"/> Determine funding needs based on the cost analysis.	1 month	
<input type="checkbox"/> Execute the plan using the City's timetable for vehicle replacement	6 months	
<input type="checkbox"/> Upon approval, implement the execution plan.	12 months	
<input type="checkbox"/> Review for effectiveness and completeness, and revise as needed.	Monthly (first year) then annually	

OBJECTIVE 2.4

Develop a plan to review PPE and equipment to ensure they meet applicable standards for the health, safety, and wellness of our personnel.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current standards in place for the department.	3 months	Battalion Chief of Special Operations / Health and Safety
<input type="checkbox"/> Identify standards for PPE and equipment replacement.	3 months	
<input type="checkbox"/> Develop a replacement schedule based on the data.	3 months	
<input type="checkbox"/> Develop a prioritized equipment list.	3 months	
<input type="checkbox"/> Create a cost analysis for all actions.	6 months	
<input type="checkbox"/> Determine funding needs based on the cost analysis.	12 months	
<input type="checkbox"/> Develop an execution plan.	3 months	
<input type="checkbox"/> Upon approval, implement the plan.	1 month	
<input type="checkbox"/> Review and revise as needed.	Monthly (first year) then annually	



GOAL 3: Enhance the health, safety, and wellness of our employees by supporting their social, physical, and emotional wellbeing throughout their employment and into retirement through enhanced programs.

OBJECTIVE 3.1

Develop a comprehensive cancer prevention program to lower risk and improve outcomes.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify available health and wellness screenings.	1 month	Battalion Chief of Health and Safety
<input type="checkbox"/> Identify pre-incident factors.	1 month	
<input type="checkbox"/> Identify current incident factors.	1 month	
<input type="checkbox"/> Identify post-incident factors.	1 month	
<input type="checkbox"/> Analyze all results.	2 months	
<input type="checkbox"/> Develop an implementation plan.	6 months	
<input type="checkbox"/> Identify funding mechanisms.	12 months	
<input type="checkbox"/> Upon approval, implement the plan.	2 months	
<input type="checkbox"/> Review the plan for effectiveness and revise as needed.	1 month, annually	

OBJECTIVE 3.2

Enhance annual physicals to include all comprehensive elements of NFPA 1582, creating a stronger and healthier workforce.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify all elements of the standard.	1 month	Battalion Chief of Health and Safety
<input type="checkbox"/> Identify the current department standard.	1 month	
<input type="checkbox"/> Analyze the data to compare the current and full standards.	1 month	
<input type="checkbox"/> Develop a prioritization list of elements not currently utilized.	3 months	
<input type="checkbox"/> Determine funding mechanisms.	12 months	
<input type="checkbox"/> Develop an analysis to evaluate success.	1 month	
<input type="checkbox"/> Develop an implementation plan and submit it to the Fire Chief for approval.	12 months	
<input type="checkbox"/> Upon approval, implement the plan.	6 months	
<input type="checkbox"/> Review the plan to ensure it meets expectations and revise as needed.	1 month, annually	

OBJECTIVE 3.3

Assess current facility conditions to enhance the health, safety, and wellness of staff.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current deficiencies in all facilities.	1 month	Deputy Chief of Administration
<input type="checkbox"/> Identify elements from applicable NFPA standards related to facilities.	3 months	
<input type="checkbox"/> Compile and analyze, comparing standards to current deficiencies.	3 months	
<input type="checkbox"/> Develop a prioritized list of deficiencies.	1 month	
<input type="checkbox"/> Determine funding mechanisms, separating capital improvement from the general budget.	12 months	
<input type="checkbox"/> Develop an implementation plan and recommendations to the Fire Chief for approval.	3 months	
<input type="checkbox"/> Upon approval, implement the plan.	3 months	
<input type="checkbox"/> Review the plan to determine effectiveness and revise as needed.	1 month, annually	

OBJECTIVE 3.4

Establish a program to address health, safety, and wellness issues related to employees for improved overall health of the workforce.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify elements of applicable NFPA standards related to health, safety, and wellness.	1 month	Battalion Chief of Special Operations / Health and Safety
<input type="checkbox"/> Compare department health, safety, and wellness actions for deficiencies or deviations from NFPA standards.	6 months	
<input type="checkbox"/> Analyze collected data and create a report of findings.	3 months	
<input type="checkbox"/> Send the report of findings, along with recommendations for the program, to the Fire Chief for funding and approval.	6 months	
<input type="checkbox"/> Upon approval, implement the approved plan of action.	12 months	
<input type="checkbox"/> Review the program to determine if it meets the needs of the department and personnel, and revise as needed.	1 month, annually	



GOAL 4: Develop a community engagement program to better educate and inform the public about the services provided and increase awareness of the department's activities.

OBJECTIVE 4.1

Pursue community engagement opportunities that educate the community to create a safer and more resilient community.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify community engagement programs, such as 'Your Life Matters,' CPR, NARCAN, and other department programs.	2 months	Battalion Chief of Training/EMS Operations
<input type="checkbox"/> Analyze for differences in all programs.	1 month	
<input type="checkbox"/> Research new ways to improve our existing and new programs.	3 months	
<input type="checkbox"/> Develop new programs and policies for our community outreach.	3 months	
<input type="checkbox"/> Present findings and recommendations to the Fire Chief for approval and funding.	1 month	
<input type="checkbox"/> Upon approval, implement the new plan.	6 months	
<input type="checkbox"/> Review the plan to determine effectiveness and revise as needed.	1 month, annually	

OBJECTIVE 4.2

Increase community awareness of the fire department's services, capabilities, and public safety role through clear and consistent outreach.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Analyze the department's current community awareness programs.	3 months	Office of Fire Chief – Public Information Officer
<input type="checkbox"/> Research current and possible new programs.	3 months	
<input type="checkbox"/> Develop a new plan and/or programs for submittal.	6 months	
<input type="checkbox"/> Present to the Fire Chief for approval and funding.	1 month	
<input type="checkbox"/> Upon approval, implement the new plan.	12 months	
<input type="checkbox"/> Review the new plan to ensure it meets the needs of the community, and revise as needed.	1 month, annually	

OBJECTIVE 4.3

Promote community involvement through participation in events, with the purpose of building trust, strengthening relationships, and increasing public awareness of the department's mission and services.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify current programs the department hosts or attends.	3 months	Office of the Fire Chief – Public Information Officer
<input type="checkbox"/> Analyze programs in surrounding jurisdictions and compare them to our department's programs.	3 months	
<input type="checkbox"/> Determine gaps in service delivery.	3 months	
<input type="checkbox"/> Develop a new plan to include events, ex. parades, open houses.	6 months	
<input type="checkbox"/> Submit new plan and recommendations to the Fire Chief for approval and funding.	1 month	
<input type="checkbox"/> Upon approval, implement the new plan.	12 months	
<input type="checkbox"/> Review the new plan to determine if it meets the needs of the community, and revise as needed.	Quarterly (first year) then annually	



GOAL 5: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

OBJECTIVE 5.1

Form team or committee structures with management components as needed to conduct agency self-assessment, then pursue and maintain Commission on Fire Accreditation International (CFAI) accreditation.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Identify the needed team or committee structure(s) for the various components of the self-assessment process.	1 week	Deputy Chief of Administration
<input type="checkbox"/> Following review by the Fire Chief, create a management oversight position to lead the team's or committee's work in the overall assessment process.	1 month	
<input type="checkbox"/> Establish team or committee member criteria.	2 weeks	
<input type="checkbox"/> Solicit participation to meet the composition needs of the teams or committees.	1 week	
<input type="checkbox"/> Develop and complete the workgroup selection process.	2 weeks	
<input type="checkbox"/> Provide the necessary educational components available through CFAI to ensure that team/committee members have the required training.	1 week	
<input type="checkbox"/> Guide the established team/committee in constructing a work plan and associated procedures to manage the assessment and accreditation processes.	3 months	

OBJECTIVE 5.2

Develop a CFAI-model compliant strategic planning process that focuses on comprehensive stakeholder participation, which produces measurable outcome-based goals and associated SMART objectives intended to improve the organization's service delivery.

TASKS	TIMEFRAME	ASSIGNMENT
<ul style="list-style-type: none">Hold a community stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the agency.	2 months	Deputy Chief of Administration or Battalion Chief of Planning.
<ul style="list-style-type: none">Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values.	1 week	
<ul style="list-style-type: none">Complete agency-specific environmental scan that produces baseline information.		
<ul style="list-style-type: none">Identify opportunities, challenges, and service gaps, and then determine strategic initiatives based on those findings.	4 weeks	
<ul style="list-style-type: none">Develop result-oriented goals, SMART objectives (each with measured outcomes), tasks, and timeframes.	4 weeks	
<ul style="list-style-type: none">Assemble a draft strategic plan that includes the results of stakeholder meetings and work sessions.	2 months	

OBJECTIVE 5.3

Build a management process with the elements of institutionalization, execution, monitoring, and feedback that includes the dissemination of information to stakeholders.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Create a strategic planning subcommittee to review the draft strategic plan.	2 weeks	Deputy Chief of Administration
<input type="checkbox"/> Provide agency stakeholder work sessions to review and update, if necessary, the plan. Ensure goals, objectives, tasks, and outcomes are fully defined for clarity.	3 months	
<input type="checkbox"/> Develop a work plan to achieve each goal and execute it effectively.	2 weeks	
<input type="checkbox"/> Publish and distribute the strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.	4 weeks	
<input type="checkbox"/> Continuously evaluate and revise objectives and tasking as implementation occurs within the plan.	Monthly	
<input type="checkbox"/> Report annual plan progress to community and agency stakeholders.	Once annually	

OBJECTIVE 5.4

Conduct a comprehensive community hazards and risk assessment that documents findings to identify risk considerations utilized in a scoring methodology that assigns levels of risk.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Gather and consider geophysical characteristics data of the jurisdictional responsibilities.	2 months	Deputy Chief of Administration
<input type="checkbox"/> Gather and evaluate population, demographic, economic, and socioeconomic data of the jurisdiction.	2 months	
<input type="checkbox"/> Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction.	2 months	
<input type="checkbox"/> Describe the agency's programs, services, core deliverables, and human and physical resources to establish baseline information.	1 month	
<input type="checkbox"/> Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones.	2 weeks	
<input type="checkbox"/> Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas.	1 month	
<input type="checkbox"/> Document the information collected and the results of the applied methodologies in the risk assessment process.	1 week	

OBJECTIVE 5.5

Based on findings in the completed community risk assessment, develop standards of cover for the deployment of resources based on identified classes and categories of risk.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data.	2 months	Deputy Chief of Administration
<input type="checkbox"/> Establish benchmark and baseline emergency response service level and performance objectives.	1 month	
<input type="checkbox"/> Develop methodologies and policies for qualifying and validating data sets.	2 months	
<input type="checkbox"/> Conduct a gap analysis of performance across classes and categories of risk in each of the established planning zones to illuminate opportunities for improvement.	1 month	
<input type="checkbox"/> Build a compliance methodology for monitoring, evaluating, and reporting delivery performance.	2 months	
<input type="checkbox"/> Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities.	1 month	
<input type="checkbox"/> Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results.	1 month	
<input type="checkbox"/> Maintain and annually update the community risk assessment/standards of cover document.	Annually	
<input type="checkbox"/> Present the CRA/SOC study results as updated annually to the Annapolis Fire Department to provide transparency, build consensus, and align expectations.	Annually	

OBJECTIVE 5.6

Complete a comprehensive agency-wide self-assessment of all agency systems, processes, and programs associated with all performance indicators included in the current iteration of the CFAI model to achieve accreditation designation.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Apply for “Candidate Agency” status with the CFAI.	1 month	Deputy Chief of Administration
<input type="checkbox"/> Prepare for the CFAI peer assessment team visit.	3 months	
<input type="checkbox"/> Upload strategic plan, community risk assessment/standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team.	1 week	
<input type="checkbox"/> Host the CFAI peer assessment team site visit for accreditation review.	1 week	
<input type="checkbox"/> Receive the CFAI peer assessment team recommendation to CFAI for Accredited status.	1 day	
<input type="checkbox"/> Review the peer assessment team’s recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process.	2 weeks	
<input type="checkbox"/> Receive a vote during the CFAI hearings in favor of accredited status.	1 day	

OBJECTIVE 5.7

Maintain the accreditation designation that ensures agency continuous improvement through performance evaluations and annual compliance reporting to the CFAI.

TASKS	TIMEFRAME	ASSIGNMENT
<input type="checkbox"/> Continue to collect and evaluate all relevant data to identify opportunities for continuous improvement.	Ongoing	Deputy Chief of Administration
<input type="checkbox"/> Submit annual compliance reports as required by CFAI.	Annually	
<input type="checkbox"/> Participate in as many CPSE offerings as possible for continued education.	As opportunities present	
<input type="checkbox"/> Participate in the accreditation process by providing agency representatives as peer assessors.	As opportunities present	
<input type="checkbox"/> Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.	1 week, annually	
<input type="checkbox"/> Establish succession development of the internal accreditation team in preparation for the next accreditation cycle.	1 month	