



ANNAPOLIS FIRE DEPARTMENT

2025-2030

STRATEGIC PLAN



CFAI



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Public Safety
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The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Annapolis Fire Department (AFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Douglas Remaley and all who participated for their commitment to this process.

This community-driven strategic plan began as an internal self-evaluation project in February 2025. Then in July 2025, CPSE facilitated a meeting for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in [Appendix A](#).

Community Stakeholders

Joe Addivinola	Ryan Chitwood	Beth Dulin	Katie McDermott	Mary-Beth Phillips
Lindsey Baer	John Conner	William Fitz	John Meade	K. Wagner
Jeffrey Buddle	Craig Cussimano	David Lange	Ilib Nosrem	Caleb Ward
Traci Buckley	John Devvy	Evva Lopes	Kecia Pettey	Mark Ward

CPSE then led agency stakeholder work sessions, conducted over three days. These work sessions involved a group representing a broad cross-section of the AFD, as named and pictured below.

Agency Stakeholders

Julia Apgar	Henry Lister	Nicholas Papaleonti	Rashad Pratt	Tony Williams
Jack Beckwith	Matthew Lopez	Joseph Pilat	Douglas Remaley	Barbara-Ann Youngs
Jeanne Coughlin	John Ortlieb	R. Nathan Powell	Ricky Walker	



Agency Stakeholder Work Session Participants

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Message from the Fire Chief



ANNEAPOLIS FIRE DEPARTMENT

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MESSAGE FROM THE FIRE CHIEF

As Fire Chief of the Annapolis Fire Department, I am honored to present our 2025-2030 Strategic Plan. This is a roadmap designed to guide our department toward a safer, more resilient, and service-oriented future. This plan is the result of thoughtful collaboration, input from our dedicated personnel, and engagement with the Annapolis community we proudly serve.

Our mission remains clear: to serve the residents and visitors of Annapolis by delivering prompt and professional emergency medical services, fire protection, and public safety services to safeguard life, property, and the environment. As we look ahead, we must adapt to the evolving needs of our city, embracing innovation while upholding the highest standards of service and integrity.

This Strategic Plan outlines our core values, key priorities, and measurable objectives for the years ahead. It focuses on strengthening our workforce, enhancing emergency response capabilities, fostering community partnerships, and investing in training, technology, apparatus and equipment. By doing so, we reinforce our commitment to continuous improvement and public trust.

I am grateful to every member of the Annapolis Fire Department for their unwavering dedication and courage. Together, with the support of our city leaders and residents, we will achieve our vision for a safer Annapolis for our personnel and community.

Thank you for your continued trust in our department. We look forward to working together to meet the challenges and opportunities that lie ahead.

Sincerely,

Douglas M. Remaley
Fire Chief
Annapolis Fire Department



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Introduction

The community serviced by the Annapolis Fire Department (AFD) receives high levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, the AFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality. The AFD exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.

Process

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Annapolis Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represent the embrace of transition away from how an organization has always done things, seeking to find efficiencies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Annapolis Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the AFD truly benefit from the process and realize its ultimate vision.



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Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.

Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Determine the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



Agency Stakeholder Work Session

Agency Background



The Annapolis Fire Department (AFD) has a proud and rich tradition of protecting Maryland's historic state Capital. Incorporated in 1708, the City of Annapolis is approximately 7.6 square miles and is home to residents, businesses, and the United States Naval Academy.

The first organized volunteer fire department in Annapolis was formed in 1839, when the Maryland General Assembly authorized the formation of the Independent Fire Company of the City of Annapolis. This fire company operated until the Civil War, when it was disbanded. The next fire company formed was the Rescue Hose Company No. 1, organized in 1879. Shortly thereafter, the Independent Fire Company No. 2 was organized in 1884.

The Water Witch Hook & Ladder Company was organized in 1885. By 1913, this Company built a new firehouse in the downtown waterfront area. This building would become known for its interesting architectural features.

The Eastport Volunteer Fire Company, across the water from Annapolis, began organizing in 1886. They did not become an incorporated Fire Company until 1902. This Company did not become part of the AFD until the area was annexed into the city in 1951. In 1960, a new fire station was constructed in Eastport. The building was finally occupied in 1961 and is still in use today.

The West Annapolis Volunteer Fire Company was organized in 1911. In 1912, their new building for the West Annapolis Fire and Improvement Association was completed. The Company reorganized eight years later, in 1920, due to a lack of membership. Finally, in 1969, the fire company announced its plans to move out of the city and become part of the neighboring Anne Arundel County.

The first ambulance was purchased in 1927. It was placed into service at the Independent Fire Company No.2 and was a combination patrol car and ambulance. This was the start of emergency medical services for residents of the city.

The first career fire inspector was hired by the city in 1950. The purpose was to improve the fire prevention efforts. Also in 1950, the city annexed the areas of Eastport and West Annapolis. In 1964, the city hired its first full-time career Fire Chief. The Fire Chief then hired 30 career firefighters over the next few years to supplement the 150 active volunteers.

The results of a city-wide fire protection survey was released in 1966. The document recommended the construction of two modern fire stations and the closing of the Water Witch Hook & Ladder, Rescue Hose, and Independent fire stations. The first phase was to build a new station at the current Forest Drive location. This station was finally built and occupied in 1972. The second phase was to build a station central to the downtown area. This second station was built and occupied in 1987. This resulted in the consolidation of all three volunteer fire companies into one station operated by the AFD. The older stations around the city were shuttered and reallocated.

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Finally, the Annapolis Neck Fire Station, located just outside of city boundaries within Anne Arundel County, was opened in 2009. This station was staffed initially with an engine company from the County. Then, the City of Annapolis provided the staffing and apparatus of an Ambulance and an EMS Supervisor in 2016.

The AFD's personnel have been highly effective in providing services and community involvement, currently boasting an Insurance Services Office (ISO) rating of Class 1. In addition, the agency is planning to pursue international accreditation through the Center for Public Safety Excellence.

The AFD serves a population of over 40,000 residents within the City. Additionally, the local area attracts hundreds of thousands of visitors annually and employs many within the local community. Building and population growth provide for a multitude of unique risks for which the Annapolis Fire Department trains and delivers its resources and personnel.

Today, AFD reflects on its history and remains committed to providing all-hazard emergency services and education to its community. This is done with integrity, safety, respect, and professional excellence. The AFD honors its community by providing quality services through its proactive focus on risks and deployment from three and a half strategically located fire stations throughout the coverage area. All emergency response and support units are staffed to support the community with an authorized strength of 144 career and civilian personnel. The AFD embraces its future vision and excellence in service delivery.



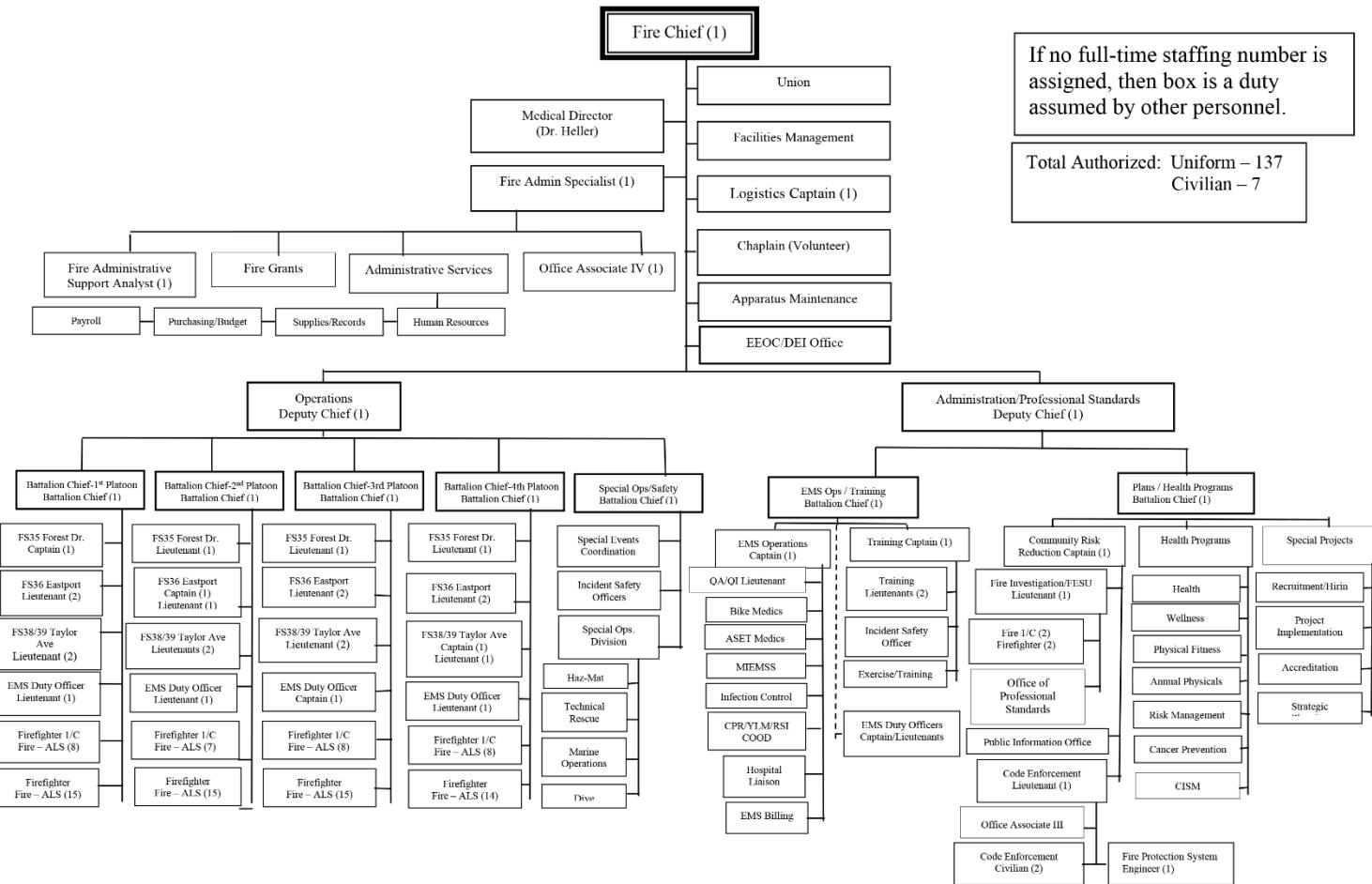
Organizational Chart



Committed to Excellence



ANNAPOLIS FIRE DEPARTMENT ORGANIZATION CHART AUGUST 2024



Revised August, 2024

AFD Organization Chart

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Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all AFD members. The purpose of the mission is to answer the questions:

Who are we? Why do we exist? What do we do? Why do we do it? For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Annapolis Fire Department serves the residents and visitors of Annapolis by delivering prompt and professional emergency medical services, fire protection, and public safety services to safeguard life, property, and the environment.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

As an organization, we value integrity, safety, respect, and professional excellence. Integrity in our dealings with each other and those we serve, always adhering to a sound code of moral and ethical conduct. Safety in striving to protect the lives and wellbeing of our coworkers and our community. Respect honors an attitude that recognizes the worth of others and exhibits compassion for those in need. Professional excellence by maintaining a highly trained workforce, focusing on pride, performance, and a positive attitude.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Annapolis Fire Department to accomplish their goals, objectives, and day-to-day tasks.

Vision

An organizational vision exists to keep all agency members focused on the successful future of the Annapolis Fire Department and to guide quality change and improvement in alignment with the community. In support of AFD's future focus, the CPSE facilitated the development of the AFD's vision. The agency will support the reality of this vision through successful plan implementation and goal achievement.

In five years, the Annapolis Fire Department will strive to meet NFPA staffing standards with clear roles, advanced training, strong recruitment, and retention. Through innovation and technology, we will build a skilled, supported, and mission-ready team committed to excellence in service by prioritizing employee health and safety, and modernizing facilities.



Agency Stakeholder Work Session

Goals and Objectives

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The AFD must now make these goals and objectives a focus of its effort to direct the agency to its desired future. All goals, objectives, along with detailed tasks, timelines, and assignments, are included in the separate Management and Implementation Guide.

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

- 1.1. Develop a staffing model that best serves our community and their needs.
- 1.2. Develop a recruitment program to attract a more qualified and diverse applicant pool that better reflects and serves the community.
- 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.
- 1.4. Establish a structured training curriculum to keep all personnel updated on the latest fire suppression techniques, rescue operations, and EMS practices.

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.

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

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.

- 3.1. Develop a comprehensive cancer prevention program to lower risk and improve outcomes.
- 3.2. Enhance annual physicals to include all comprehensive elements of NFPA 1582, creating a stronger and healthier workforce.
- 3.3. Assess current facility conditions to enhance the health, safety, and wellness of staff.
- 3.4. Establish a program to address health, safety, and wellness issues related to employees for improved overall health of the workforce.

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.

- 4.1. Pursue community engagement opportunities that educate the community to create a safer and more resilient community.
- 4.2. Increase community awareness of the fire department's services, capabilities, and public safety role through clear and consistent outreach.
- 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.

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

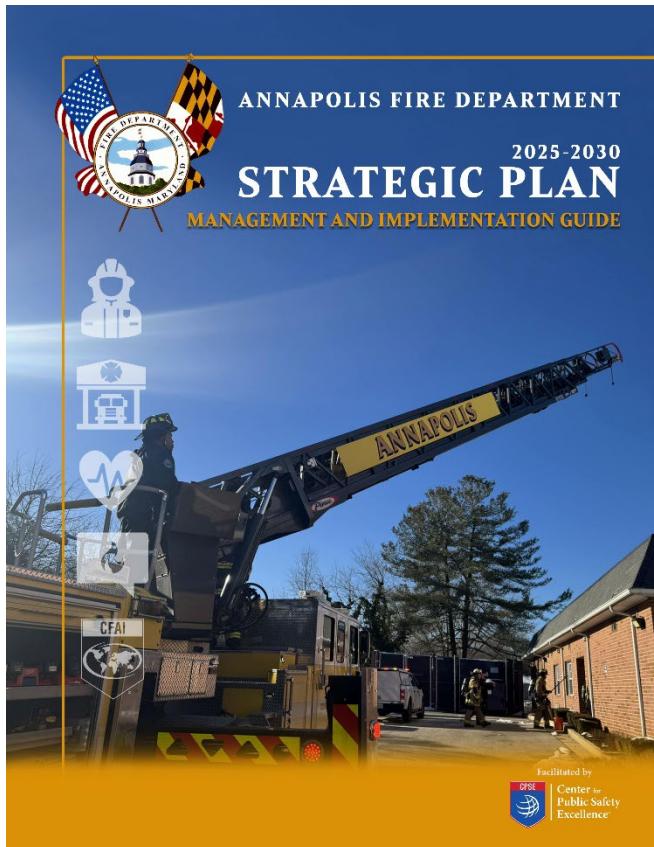
- 5.1. Form team or committee structures with management components as needed to conduct agency self-assessment, then pursue and maintain Commission on Fire Accreditation International (CFAI) accreditation.
- 5.2. Develop a CFAI model-compliant strategic planning process that focuses on comprehensive stakeholder participation, which produces measurable outcome-based goals and associated SMART objectives intended to improve the organization's service delivery.
- 5.3. Build a management process with the elements of institutionalization, execution, monitoring, and feedback that includes the dissemination of information to stakeholders.
- 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.
- 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.
- 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.
- 5.7. Maintain the accreditation designation that ensures agency continuous improvement through performance evaluations and annual compliance reporting to the CFAI.

Conclusion

Working with community and department members from all levels, this strategic plan was developed...but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Annapolis Fire Department's vision remain congruent.

The accompanying **Management and Implementation Guide** will assist the AFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan serves as a roadmap to help the Annapolis Fire Department navigate change and future growth. The ability to pivot to meet the current environment as institutionalization and implementation occur provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.



“...we will chase perfection, and we will chase it relentlessly, knowing all the while we can never attain it. But along the way, we shall catch excellence.”

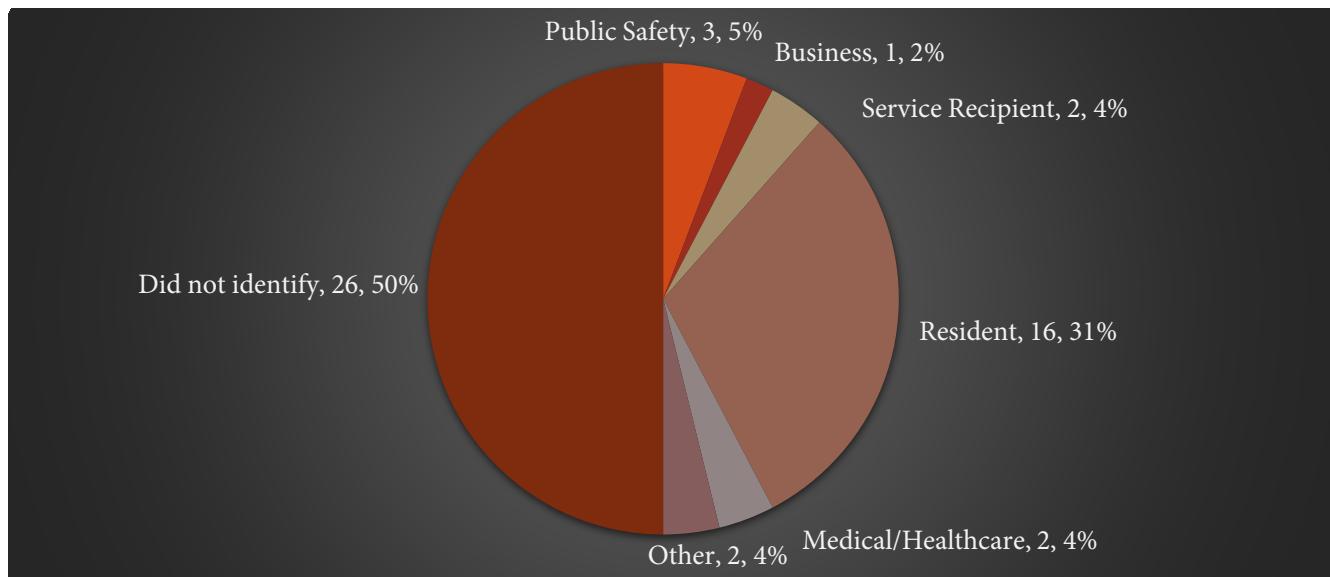
Vince Lombardi

Appendices

A. Community Stakeholder Findings

The Annapolis Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment with its organizational foundation and performance or values-based expectations or concerns, from which new improvement strategies and processes may be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented here:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the AFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

The specific data and findings from the community stakeholder respondents are provided to follow.

Community Expectations of the Annapolis Fire Department (in priority order)

1. Respond when I call. Fast response and ability to mitigate emergencies. Quick. Answer every call. Respond to emergencies in a timely and professional manner. Fast response. Quick response. Fast response. Show up fast. Response times. Quick response times. Quick response. Timely response to emergencies. Arrive fast. Come when I call. (108)
2. Have the best-trained and equipped Firefighters and Paramedics possible. Reliable. Competent. Be well-trained. Be knowledgeable, capable, or adaptable in any scenario they are thrown. Trained. Know how to do your job. Well trained.

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Knowledge. To stay relevant with current standards. Properly prepared. Staff members fully trained and qualified. Competent, well-trained firefighters. Know what they are doing. (66)

3. Staffed response. To arrive with enough personnel to complete tasks properly in emergency situations. Proper staffing. Enough personnel. Increase staffing on existing units. Fully staffed apparatus. Adequate staffing to meet shift needs. More personnel. That there are enough firefighters to protect our town. Safe staffing levels on all equipment. EMT/FF lateral once. (32)
4. Be helpful. Compassion. Professionalism. Open communication from leadership. More innovative leadership. Kindness. Kindness, not arrogance. Good attitudes. Professionalism. Culturally competent in service all residents of Annapolis. Professional care. Dedication to duty. (27)
5. Add additional medic units. Better EMS delivery. I guess emergency medical service. Respond to medical emergencies. (18)
6. Have a standard to uphold, stop lowering it. Resolve crises effectively. Provide excellent service to the citizens, to include staffing and training for all personnel. Make the fire department a priority and not an afterthought. Perform 100%. The long-standing tradition of always placing the community first. Adequate resources promptly sent to 9-1-1 calls. (14)
7. Be in the public. Pertinent information after the event. Uniting the Eastport community. Educate the public. Improve notification for the community. (11)
8. Have the proper equipment. The latest equipment. New and safe equipment for firefighters. Adequate resources. Fire tax to provide proper apparatus and equipment/staffing.
9. Wellness for firefighters (cancer prevention). Safety. (6)
10. Fire suppression, although it rarely happens. Fight fire. Put the wet stuff on the hot stuff. (6)
11. Reliable and fully transparent dispatch for the community safety. The restoration of the FD's ability to monitor PD radio traffic for the most accurate and un-delayed scene and situation information. (6)
12. Proper and competitive pay for firefighters. Proper pay for putting their life on the line.
13. Get rid of the HAZMAT Team. (5)
14. Educate the community about fire safety. (3)
15. Lower labor costs. (3)
16. Effective supervisors and command officers. (1)
17. Partnerships with schools for recruiting new employees. (1)

Areas of Community Concern about the Annapolis Fire Department (verbatim, in priority order)

1. My concern is they do not have enough people to do their job effectively and efficiently. More firefighters. Too many personnel. Lack of staffing. Lack of recruitment and retention. Low staffing. Staffing current units below national standards. Cross-staffing of units. This is unacceptable. Lack of staffing. Staffing. Lack of staffing. The need for more qualified employees. Reduction in force. Not enough firefighters. Not having proper staffing for increased call volume. (47)
2. The ability for the FD to handle my emergency. Ability to respond to simultaneous events. Congested areas slowing response. Cutbacks in service. Ability to respond quickly. Response times. Timely response. Increased response times, Lack of coverage during peak busy times. Reduced response times due to overuse of 911 and/or lack of available units. Not addressing the unique hazards of Annapolis (water). That resources will be overtaxed and unavailable. Heard rumor there is a possibility of losing our station. Keeping our station. Do not want to lose Eastport firehouse. (39)

3. Failure to add additional medic unit to keep up with call demand. No medic units, no medic units. No medic units. Frequently running out of city ambulances (Level Zero). Not enough ALS. Not having adequate EMS units available (23)
4. Waste of taxpayer money to have multiple positions that get take-home cars and freelance all around the city pretending to be police or some sort of superhero. High salaries. High costs of benefits. Funding cuts impacting service. (18)
5. They are overworked and undersupported. Increased workload. Burnout from lack of coverage. Fair expectations on a REGULAR basis of exhaustion. Their working conditions. (17)
6. Leadership positions need to be assigned on merit. My concern is how the city fights injured employees by dragging out workers' comp claims and treatments. Politics being put over people. Poor transparency. (11)
7. High cost of keeping the department. The lack of financial support from the local government. Adequate city resources to respond to anticipated all-hazard situations. (11)
8. TRAINING. Actual training. Lack of educational or training opportunities. Technical abilities. (9)
9. Giving aid to the county. Why do I see county fire trucks in the city in front of city fire trucks? Adequate city/county/Navy resources for a fourth alarm or higher incident in a target hazard (hospital/mall/old town). (9)
10. Lawsuits. Lack of backing from city council. (8)
11. What disciplines is the fire department specializing in? How many resources go into each discipline? Communication. Communication if it a drill or emergency. Better communication with citizens about what is happening. (7)
12. Lack of needed equipment. Not enough equipment and apparatus to meet the needs of the city residence. Aging equipment. (6)
13. How many people are in field roles versus administrative roles? (5)
14. Foster understanding that their services usually mean devastation or loss by their client base. It may be a job to the FD/EMT but to those they serve it may be a once-in-a-lifetime experience, requiring patience and kindness (5)
15. Their pay. (5)
16. It is important for FD and PD responders to monitor each channel for the most efficient and critical response information. Mutual communication of information is crucial and even critical for all responders and the community they serve. (3)
17. Not having proper water staffing and equipment for rescue (3)
18. Lack of cancer prevention. Their safety. (2)
19. General safety of FD and community due to misplaced objectives. (1)
20. Donuts should never, ever be allowed in a firehouse. (1)
21. Better information and education on how to maintain sprinkler systems (1)

Positive Community Comments about the Annapolis Fire Department (verbatim, in no particular order)

- Good response times.
- Good staffing for what they need.
- Good-looking fire trucks and ambulances.
- Never hear anything negative about the department.
- Great reputation.
- Good response times.
- Good staffing for what they need.

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- Professionalism.
- Excellence.
- Caring.
- Supportive of the community.
- Good response times.
- Great looking fire trucks and ambulances.
- Response times seem to be on par with national standards.
- New and modern facilities.
- You guys rock.
- Deserve pay increase.
- Deserve staffing.
- Knowledgeable on how to mitigate emergency situations.
- Proficiency.
- More firefighters.
- Patience of a saint.
- Good response times.
- New apparatus.
- History of service.
- We love our firefighters!
- Adequate response times even while understaffed.
- Friendly demeanor.
- Small department to meet needs.
- Professional attitude.
- Those yellow fire trucks are clean.
- Employees always waving and smiling.
- The Chief is well aware of the challenges and works hard to remedy these challenges.
- Their ability to work with other departments.
- Kindness and caring.
- Technical knowledge.
- I find that the AFD/AAFD to have the most professional dispatchers of all surrounding counties. They don't speed talk, clear and concise.
- The dedication to the community and maintaining transparency.
- 24-hour service.
- Career staffing.
- Professionalism.
- Leadership, professionalism, and commitment.
- Fire stations are a source of well-kept pride.
- Always friendly.
- Always professional.
- Dedicated personnel.
- Good leadership.

- Seem to stay away from politics as far as the eye can see, so hopefully that is true.
- Dedicated employees.
- Presence, commitment, and ability.
- Friendly/part of the neighborhood.
- Willing to support the community.
- Firefighters put their lives on the line every call.
- Good quality personal attributes to residents.
- Dedication to duty.
- Prompt response.

Other Community Comments about the Annapolis Fire Department (verbatim, in no particular order)

- Focus on actual beneficial training.
- Allow the station officers and unit officers the chance to lead without being micromanaged.
- Continued outreach.
- Focus on actual beneficial training.
- Allow the station officers and unit officers the chance to lead without being micromanaged.
- I have spoken with many Firefighter/medics who are eager for additional training opportunities, but they have been shut down. That seems like a major issue and should be addressed. Staff looking to go above and beyond should be encouraged and rewarded.
- Focus on mental health.
- Focus on cancer prevention.
- It would be practical from a disaster/extreme weather situation where digital radio systems are more prone to fail. To have analog backup and patches which will always be the most reliable. VHF 150's and UHF400's are your friends.
- Delayed information is dangerous information, don't be totally reliant on internet/IP-based technology.
- Full-time staffing of fire boat and Rescue Company.
- Stay out of the politics.
- Thank you for your service and dedication that seems to be underappreciated by the powers that be.
- The department will not attract qualified EMS/paramedic candidates if the department is already understaffed.
- Thank you for putting your life on the line for strangers.
- Keep advocating for proper staffing to grow department.

Things the Community Feels the Annapolis Fire Department Should Change

(verbatim, in priority order)

1. Staffing with proper number of firefighters. More staffing. Staffing. It is concerning that the population continues to grow, yet Annapolis still has to rely on outside departments to fill in the gaps, which delays response times due to unfamiliarity with the area. Increase staffing. Staffing. More staff. Increase staffing. Increase the number of staffed ambulances. Increased staffing and salaries. The amount of upper management positions. Staffing. More staffing. More ambulances in service. Stop staffing an AACO firehouse. Staffing. Staffing levels. More firefighters. Fixing staffing issues to meet NFPA requirements, pay parity with surrounding jurisdictions and city police department. Give back binding arbitration to Local 1926 to negotiate with the city. Allow the fire department to fight for injured members of the department to receive the proper treatment that they need, instead of the city dragging it out for extended periods of time. Allow the employee to

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get the treatment that they need and get back to work as soon as possible. Open up one process for firefighter/EMT lateral. Hiring a dual-certified. Not everyone wants to fire or vice versa. Their fire truck color. No, honestly, the hiring process. Increase number of firefighters on duty by increasing staffing to meet national standards on existing units and adding additional units to keep up with service demand. Increased staffing levels. (20)

2. More community support. A lot more support from the local government. More public outreach and interaction with the community. I do not know enough about the fire department, unfortunately. It would be nice to have more information about calls. Sometimes I worry about my neighbors and want to know why units are responding. (4)
3. Their sense of urgency in black and brown neighborhoods/communities. Response time. (2)
4. Nothing! Nothing I can think of. (2)
5. Separate fire and EMS. Add value to the Ambulances and EMS. Not having paramedic engines and stop running mutual aid in Anne Arundel County. Stop sending all the ambulances out of the city (2)
6. The department needs more funding to support more units. The community should not have to worry that aid will be unavailable or will run out. The county and city should fund more resources - taxpayers want their money to go to projects that keep our communities safe. (1)
7. Just keep up to date on resources, training, equipment, etc., that can assist residents in keeping them safe. (1)
8. Keep the bays open! Encourage visitors! (1)
9. Need more medic units. Get an extra truck. (1)
10. Leadership! (1)
11. Morale among the department seems to be low. (1)

Things the Community Feels the Annapolis Fire Department Should NOT Change

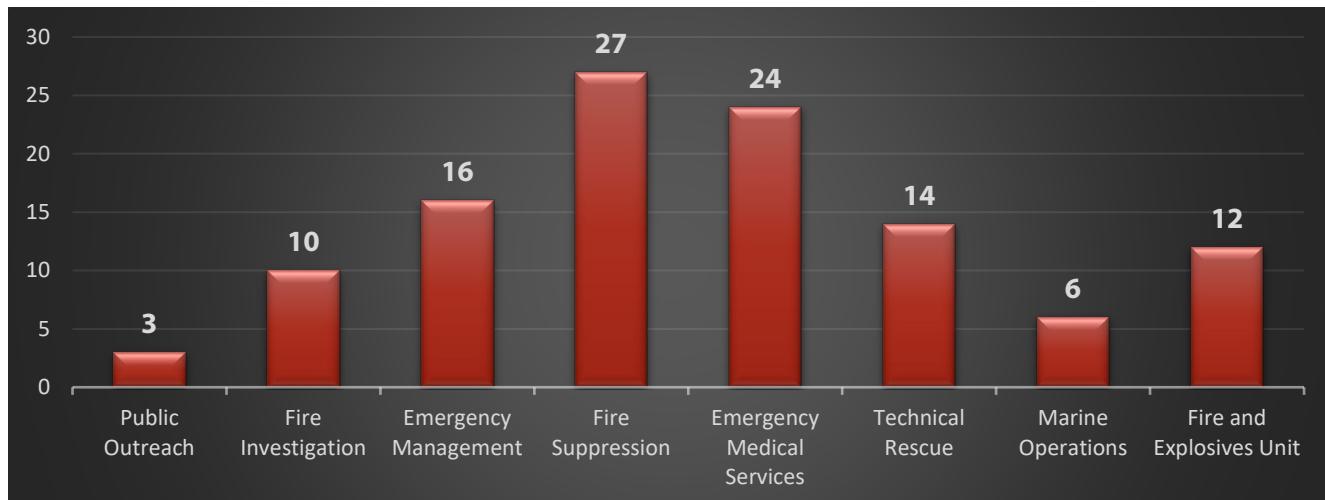
(verbatim, in no particular order)

- Keep our Eastport fire station.
- Please keep our Eastport fire station.
- Excellence.
- Great service.
- The hazmat and marine programs are essential. Continue expanding on them.
- Should never give up its own fire department.
- Their awesome service to the public.
- The department should not change its stance on protecting its people and residents of the city of Annapolis.
- No budget cuts.
- ISO rating.
- Being relevant in the community by all the community outreach.
- Fighting for more staffing and increasing services for Annapolis City residents.
- Community outreach.
- Their PR. They are always out in the community.
- The great response time.
- Professionalism.
- The leadership.
- The professionalism and kind care of its EMTs and the emergency personnel.

- Its commitment, dedication, and mutual respect and transparency to the residents of Annapolis and Anne Arundel County.
- Culture.
- Do not reduce staffing.
- Quality of service.
- Relying on mutual aid or auto dispatch to cover their service areas.
- Hiring compassionate people and train them to be outstanding firefighters and paramedics.
- The firefighters and paramedics I have met, as a patient, are fantastic.
- Compared to the police, fire leadership appears solid.
- Leadership.
- Should not remove any services currently offered.
- The schedule.
- The station locations.
- Everything.
- How great you stick up for your firefighters.
- Level of service.
- They should continue the open house at the Eastport fire station in the spring. Because of that event, my seven-year-old can describe, with a lot of detail, what she should do in the event of a fire. All of the firehouses should be offering a similar event for their neighborhoods.
- Safe stations.
- Providing EMS.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Annapolis Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was gathered with an instrument that compared the prioritization of the programs and services offered by the AFD. The results were as follows:



B. Agency Stakeholder Work

A group of agency stakeholders representing the various segments of the AFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR, where members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

New apparatus with ready reserve pieces.	New up-to-date technology and equipment.
Competitive salaries/benefits with partner agencies.	Specialization options within the department.
Interoperable SOGs/OPMs with mutual aid partners.	Improved quarterly training events.
Younger and less experienced department that wants to train/learn.	Community outreach is improving. (safe stations, CPR, school visits).
New health and safety initiatives; cancer screenings, new gyms, annual physicals.	Ability to do multiple roles and wear different hats/cross-training.
Department pays for training/professional development. (i.e., paramedic school).	Increased day-work personnel; training, QA/QI, EMS, safety.
Our measurable output level based on available resources and people.	Majority of personnel have pride and ownership in their space/role.
Our people.	Promotional opportunities are available.
We have the support of the community.	Response times meet national standards.
Adaptability of changing staffing matrix to allow for different needs of the department, easier because of size and cross-training.	

Opportunities

Recruiting; new internships, attending conventions, school events, and recruitment position.	Potential new PIO. Enhance public outreach and advertising to the right population.
Reevaluate roles and responsibilities for each position.	Training facility.
Acquired training structures; reach out to Gorman St for demolition list.	Develop a peer fitness program/health and wellness, nutritional, and mental health therapy.
Performance improvement plan for in-competencies.	Refresher training for PSEs.
Dedicated IT program and staffing for the department.	Annual refresher training for specialized and ordinary ops.
Better training for new officers, officer development program as a prerequisite.	Employee rotation plan for all employees, skill rotation, within stations.
Obtain Annapolis Fire Department's training academy/facility to include burn building, driving, EMS, special ops, quarterly, and annual training.	Improve station facilities to include adequate female facilities, individual bedrooms, decontamination rooms for gear and equipment, more storage.
Improve training funds for future EMS, fire, continuing education, and special operations.	Expand staffing within the training division to include civilian educators and program development.
Evaluate GIS recommendations regarding staffing and placement of resources.	Reevaluate recruitment and hiring, funding for CPAT, hiring list, and social media.
EMS promotion track.	Grant writer.

Improved staffing department-wide to include special ops; peak-time medic unit, substation downtown, and dedicated marine staffing. Take over Station 8.



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Aspirations

A database full of training ideas for all employees to access.	Improved flow of information and engagement with the community and internally.
Continual and meaningful professional development.	Improved work/life balance.
Improved mental and physical health wellness for employees.	Continual improvement of physical assets, fire stations, and apparatus.
Continual improvement of technology.	Enhanced engagement with political leadership.
Staffing to meet NFPA standards.	Develop adequate support for ancillary programs.
Building a new fire station to meet the increasing population and demand.	We aspire to have four personnel on engines and truck companies.
Develop an EMS promotional track.	Independent staffing for Truck 36 and Squad 38.
Conduct annual program appraisals for all entities and programs within the department.	Develop and implement a program of Mobile Integrated Health in the city.
Recruitment and retention plan that also allows engage for succession planning.	Develop and continue to engage with our community about the services we provide.
Define roles and responsibilities for all positions.	Improve the hiring process to include outside assistance.
Increased staffing for administrative positions, IT, EMS.	Increased pay and benefits, new-hire bonuses, incentives.
Authorized over-hire positions for known pending vacancies to allow for training time.	Staff to complete community risk reduction, identifying call volume, type, and location.
Improve the promotion process to be more inclusive of true job tasks/responsibilities.	Continual reassessment of goals and performance measures.

EMS certification within the department to include increase in instructors and hours provided outside of normal workday, overtime.



Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> - Efficiency of staff and personnel are better prepared for future roles. - Better candidate pool and more qualified personnel. - Easier to recertify, more buy-in, more instructors. - Reduce preventable calls, such as overdoses. - Better use of resources. - Better and more qualified candidates for promotion. - Better use of resources-staffing, allows for rotations of personnel into different roles that they are not qualified in, decreased workload. - More training opportunities, more training staff who are empowered and engaged. - Additional positions in training with increased mentoring. - Improved morale, compliant with state/federal guidelines. - Secure equipment more efficiently and safely. - Adding civilian staff allows for uniformed personnel go back to the field and increase operational staffing. - Improved education/training opportunities. - Increased staffing, recruitment, and retention. - Updated equipment with safety features and standards. - Increased staffing, retention, and promotional opportunities. - Better-skilled, confident, and higher-trained personnel. 	<ul style="list-style-type: none"> - Maintain best possible response time. - NFPA compliant and better results for the employees and community. - Continuity of training and more training opportunities. - Units are more available to perform duties. - Ensure best practices for the department's programs and utilization/justification of resources. - Reduce the surge on EMS system, provide continuing care to the community. - Puts more qualified personnel in specific positions with more opportunities for promotion for employee not interested in suppression. - Increased support from our community and a more informed and engaged community. - Larger pool of candidates. - Clear outline of roles and responsibilities, increased efficiency, and reduced duplication of tasks. - More realistic training. - Create a healthier workforce and reduce injuries/callouts, and time lost to sick leave. - Increased efficiency and performance in the workforce. - Stronger and more confident leadership. - Motivated and empowered personnel. - More efficiency. - Empower others to step up and lead. 	<ul style="list-style-type: none"> - Increased safety, efficiency, and efficacy. - Improved community support and relationships. - Improved understanding of goals and objectives of the department. - Healthier/happier workforce, reduced sick leave, work-related injuries, reduction of soft vacancies. - Established replacement schedule and preventive maintenance on buildings. - Mirrored goals and objectives. - Targeted recruitment, increased promotional opportunities, a targeted career ladder, increased morale, and experts in the EMS and suppression fields. - Better public image and improved internal morale. - All emergencies handled with the resources provided. - Multiple tasks are accomplished with limited expertise. - Better morale, pride, and buy-in. - Prepared for promotion. - More support and backing from the community. - Better buy-in from the community in self-preservation, increased survivability. - More well-rounded employees. - More grant money to meet NFPA standards. - Reduced workload and better work/home balance. - Seamless operations when running mutual aid increased safety.

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Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Annapolis Fire Department and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Annapolis Fire Department. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Workforce Development <ul style="list-style-type: none">○ Develop a staffing model that best serves the community○ Recruitment○ Training○ Retention	Improved Service Delivery <ul style="list-style-type: none">○ Staffing○ Recruitment and retention○ Training○ Funding○ Improved technology○ Salaries and benefits○ Grant funding○ Operating budget and enhancements	Workforce Development
Capital Improvement <ul style="list-style-type: none">○ Facilities and office space○ Station improvements○ New facilities○ Apparatus○ Training facility and equipment○ Information technology	Capital Assets <ul style="list-style-type: none">○ PPE○ Facilities management and improvements○ Apparatus and equipment	Capital Improvement
Health and Wellness <ul style="list-style-type: none">○ Cancer prevention○ Yearly physicals○ Facilities○ Programs-nutrition, peer fitness, etc.	Health, Safety, and Wellness <ul style="list-style-type: none">○ Work/life balance○ Mental and physical fitness○ Cancer prevention○ Health screening	Health, Safety, and Wellness
Community Engagement <ul style="list-style-type: none">○ Public outreach○ Job fairs○ Fire Ops-political demonstration of skills with Local 1926○ Open houses○ Camps○ CPR/Your Life Matters/Narcan Delivery○ Public information officer	Community Engagement <ul style="list-style-type: none">○ Mobile integrated health○ Community risk reduction○ Life safety education	Community Engagement

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

- **Workforce Development**
- **Capital Improvement**
- **Health, Safety, and Wellness**
- **Community Engagement**
- **Accreditation**

Final goals and objectives with detailed tasks, timelines, and assignments are included in the separate **Management and Implementation Guide**.





2025-2030 STRATEGIC PLAN