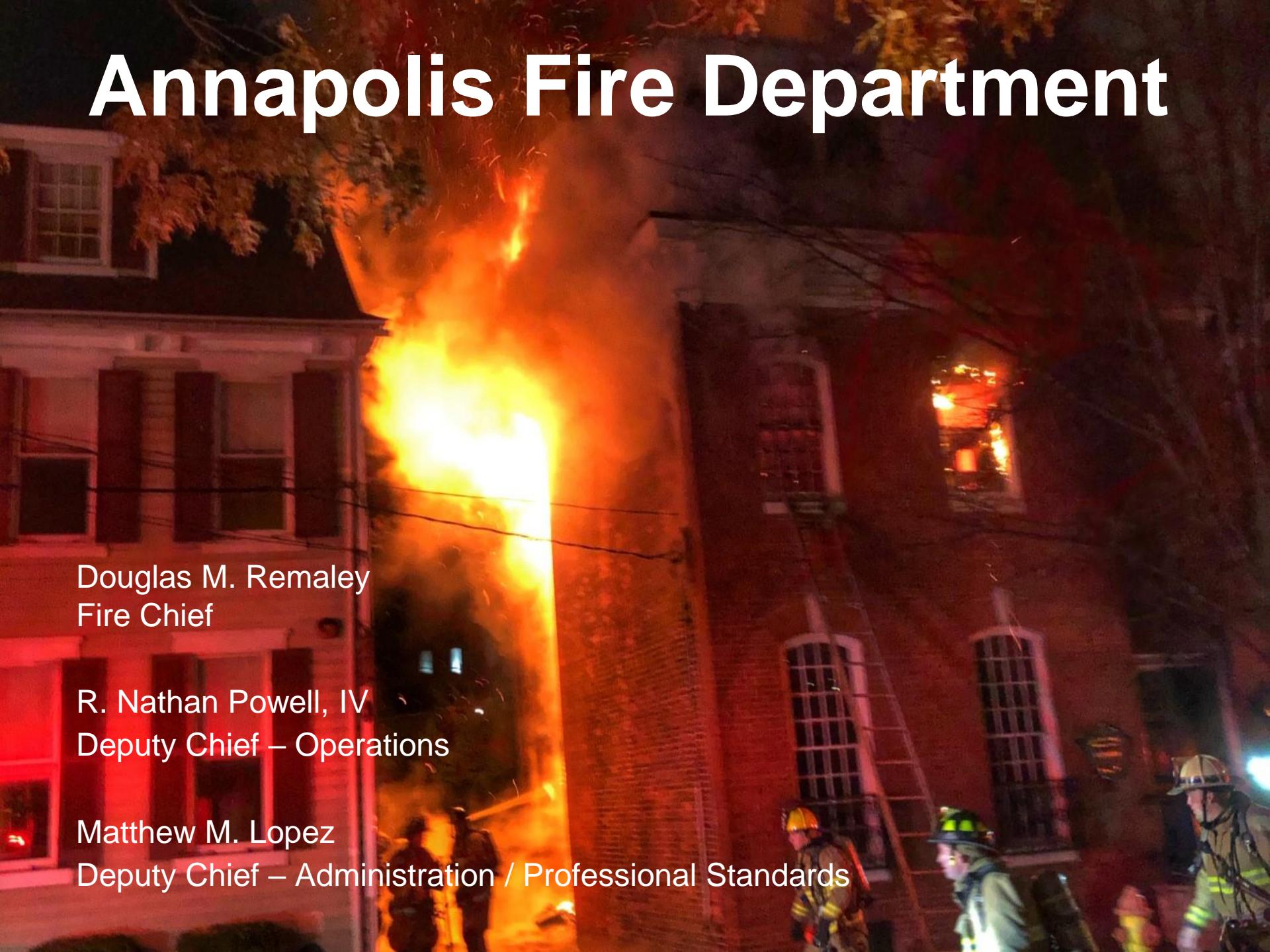


Annapolis Fire Department

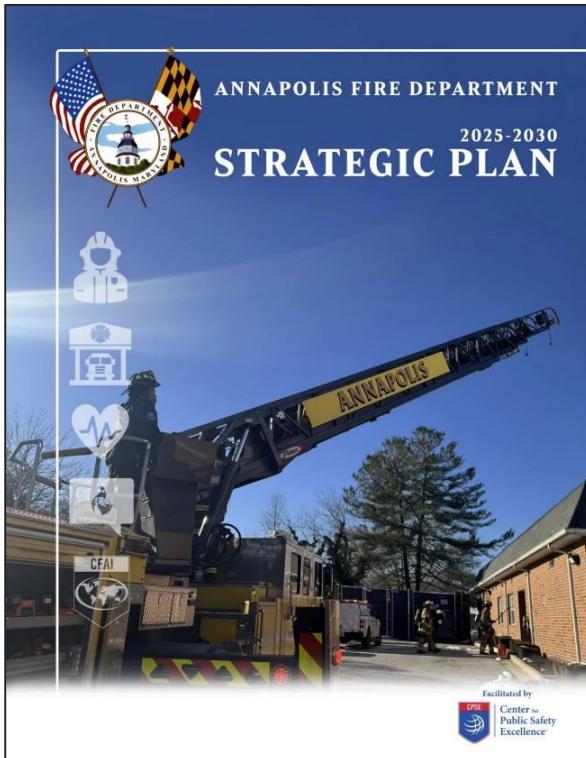
A dramatic night scene of a building fire. A massive column of orange and yellow flames erupts from the upper stories of a multi-story brick building. The fire is so intense that it casts a bright glow on the surrounding area. In the foreground, several firefighters in full protective gear are visible, some standing and some using hoses to combat the flames. The building has several windows, some of which are shattered by the heat. Power lines are visible against the dark sky.

Douglas M. Remaley
Fire Chief

R. Nathan Powell, IV
Deputy Chief – Operations

Matthew M. Lopez
Deputy Chief – Administration / Professional Standards

Annapolis Fire Department Strategic Plan 2025 - 2030



Roadmap for the Future

- Mission Statement
- Core Values
- Vision Statement
- Key Priorities
- Measurable Objectives
- Strengthening Workforce
- Enhance Capabilities
- Continuous Improvement

Annapolis Fire Department Strategic Plan 2025 - 2030



Internal Process Began: February 2025

Contractor Hired: June 2025
Center for Public Safety Excellence

- Credentialing Agency
- Strategic Planning Development Team

Annapolis Fire Department Strategic Plan 2025 - 2030



Community Engagement

- Two dates and locations announced
- CPSE led community discussions
 - Participants listed in document
- CPSE distributed and analyzed anonymous community survey
 - Responses listed in document

Annapolis Fire Department Strategic Plan 2025 - 2030



Agency Stakeholders

Diverse representative stakeholder committee

- Mission Statement
- Core Values
- Vision Statement
- Five Strategic Goals
 - Used SOAR Analysis (Strengths, Opportunities, Aspirations, and Results)
 - Streamlined variation of the more traditional SWOT analysis
 - Provides clearer and more innovative path forward

Annapolis Fire Department Strategic Plan 2025 - 2030



Mission

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.

Annapolis Fire Department Strategic Plan 2025 - 2030



Core Values

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.

Annapolis Fire Department Strategic Plan 2025 - 2030



Vision

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.

Strategic Initiatives

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

Annapolis Fire Department Strategic Plan 2025 - 2030



Strategic Planning Goals

1. Develop a skilled, diverse, and resilient workforce through ongoing training, leadership growth, and effective recruitment, ensuring operational excellence and community safety.
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.
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.
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.
5. Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.

Annapolis Fire Department Strategic Plan 2025 - 2030



Goals	Objectives
<p>GOAL 1: Develop a skilled, diverse, and resilient workforce through ongoing training, leadership growth, and effective recruitment, ensuring operational excellence and community safety.</p>	<p>1.1 Develop a staffing model that best serves our community and their needs</p> <p>1.2 Develop a recruitment program to attract a more qualified and diverse applicant pool that better reflects and serves the community.</p> <p>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.</p> <p>1.4 Establish a structured training curriculum to keep all personnel updated on the latest fire suppression techniques, rescue operations, and EMS practices.</p>

Annapolis Fire Department Strategic Plan 2025 - 2030



Goals	Objectives
	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.
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.	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.

Annapolis Fire Department Strategic Plan 2025 - 2030



Goals	Objectives
	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.

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.

Annapolis Fire Department Strategic Plan 2025 - 2030



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

Annapolis Fire Department Strategic Plan 2025 - 2030



Goals	Objectives
<p>GOAL 5: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.</p>	<p>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.</p> <p>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.</p> <p>5.3 Build a management process with the elements of institutionalization, execution, monitoring, and feedback that includes the dissemination of information to stakeholders.</p>

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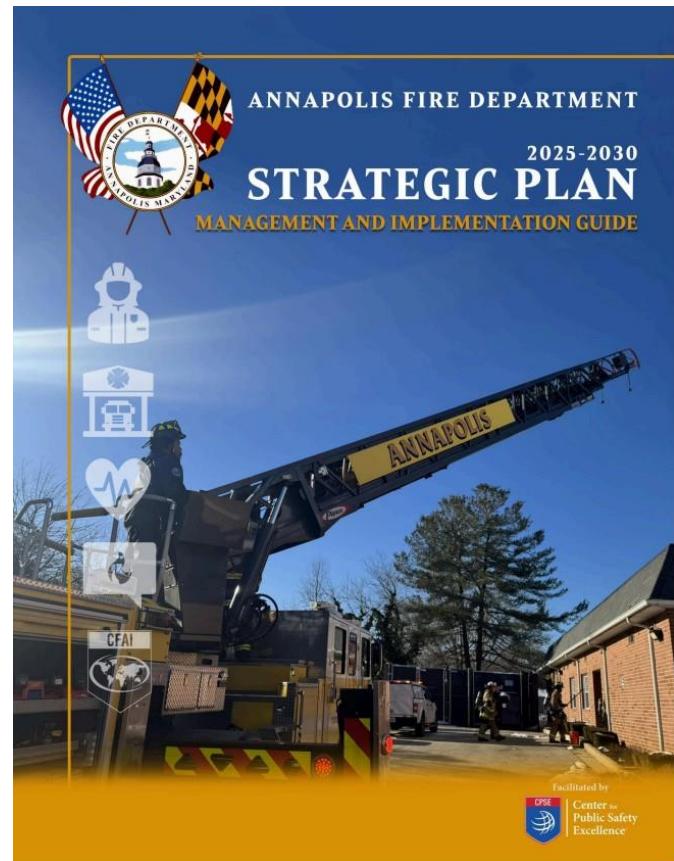
Goals	Objectives
<p>GOAL 5: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence through continuous improvement management.</p>	<p>5.4 Conduct a comprehensive community hazards and risk assessment that documents findings to identify risk considerations utilized in a scoring methodology that assigns levels of risk.</p> <p>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.</p> <p>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.</p> <p>5.7 Maintain the accreditation designation that ensures agency continuous improvement through performance evaluations and annual compliance reporting to the CFAI.</p>

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Management Implementation Guide

- Performance Measures
- Five Goals
 - Objectives
 - Tasks
 - Completion Timeframes
 - Leadership Assignment



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Implementation Process

- Prioritize Goals and Objectives
- Committees for each goal to guide progress
- Monthly updates to Fire Chief
- Coordination with City Leadership



QUESTIONS ??

THANK YOU FOR SUPPORTING THE ANNAPOLIS FIRE DEPARTMENT