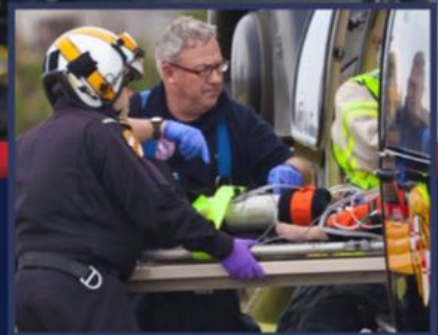




OCEAN CITY FIRE DEPARTMENT

Ocean City, Maryland



STRATEGIC PLAN

2019-2024

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1.0	01 November 2019	R. Bowers	Issued
1.1	04 November 2019	R. Bowers	Updates: Goals – Personnel Goals 1 & 2; Apparatus/Equipment Goal 1; Community Outreach Goal 7; Safety, Health and Wellness

Executive Summary

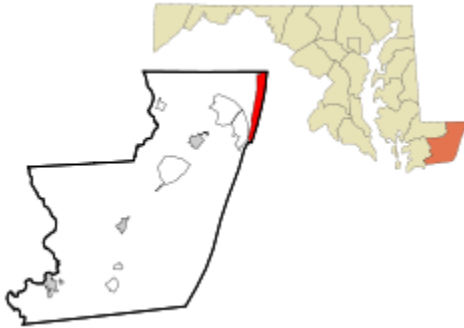
The Ocean City Fire and EMS Department (OCFD) is pleased to present its 2019-2024 Strategic Plan. The purpose of this Strategic Plan is to clearly define the mission and goals of OCFD while developing a guide for continued excellent service as we prepare to meet the many challenges and opportunities in providing emergency services during the next five-years.

This Strategic Plan will serve as a living document and a work in progress, subject to change under evolving circumstances. It was developed using a Community-Driven Strategic Planning process which included input from representative groups composed of members of the Department and from the community at large; as well as ongoing discussion, collaboration and input from OCFD staff, Mayor & City Council and City Council. The Strategic Plan is written in accordance with the guidelines set forth by the Center for Public Safety Excellence – *Fire & Emergency Service Self-Assessment Manual 9th edition*.

Since its inception in 1905, the OCFD has a proud tradition of providing excellent service to the community. The growing demand for services, combined with the ever-increasing costs of service delivery, make it imperative that an effective Strategic Plan be put into place that will maintain the high standards expected by the community. This document is a culmination of OCFD’s efforts to detail how it will meet the needs of the community, how it will prioritize those needs, and establish timelines to achieve those needs.

OCFD is committed to maintaining public trust through the highest levels of responsibility and accountability. We will remain fiscally responsible in our decision-making, treat every resident with the utmost dignity and respect, ensure our equipment is always in superior working order and ready to respond, and continue to perform our profession to the best of our abilities.

Organizational History



Ocean City Maryland is a 10 mile stretch of sandy beach set between the Atlantic Ocean and the Assawoman and Isle of Wight Bays. Before the storm of 1933 created the Ocean City Inlet, Ocean City Maryland and Assateague Island were joined as one long barrier island.



Demographics

The following information about Ocean City Maryland and the OCFD is provided to help put the Strategic Plan into context. It presents a framework to illustrate the size and the scope of services provided.

Quick Facts

Population: 8,000 permanent residents (8+ million visitors/year)

Square Miles Served: 47.6 square miles (13.4 Land; 34.2 water)

City General Fund Budget: \$86,284,903

Ocean City Fire Department Budget: \$11,064,927

ISO Rating: 3/3Y

Number of Fire Stations: 5

Minimum Staffing Level per Shift and Ranks: 12

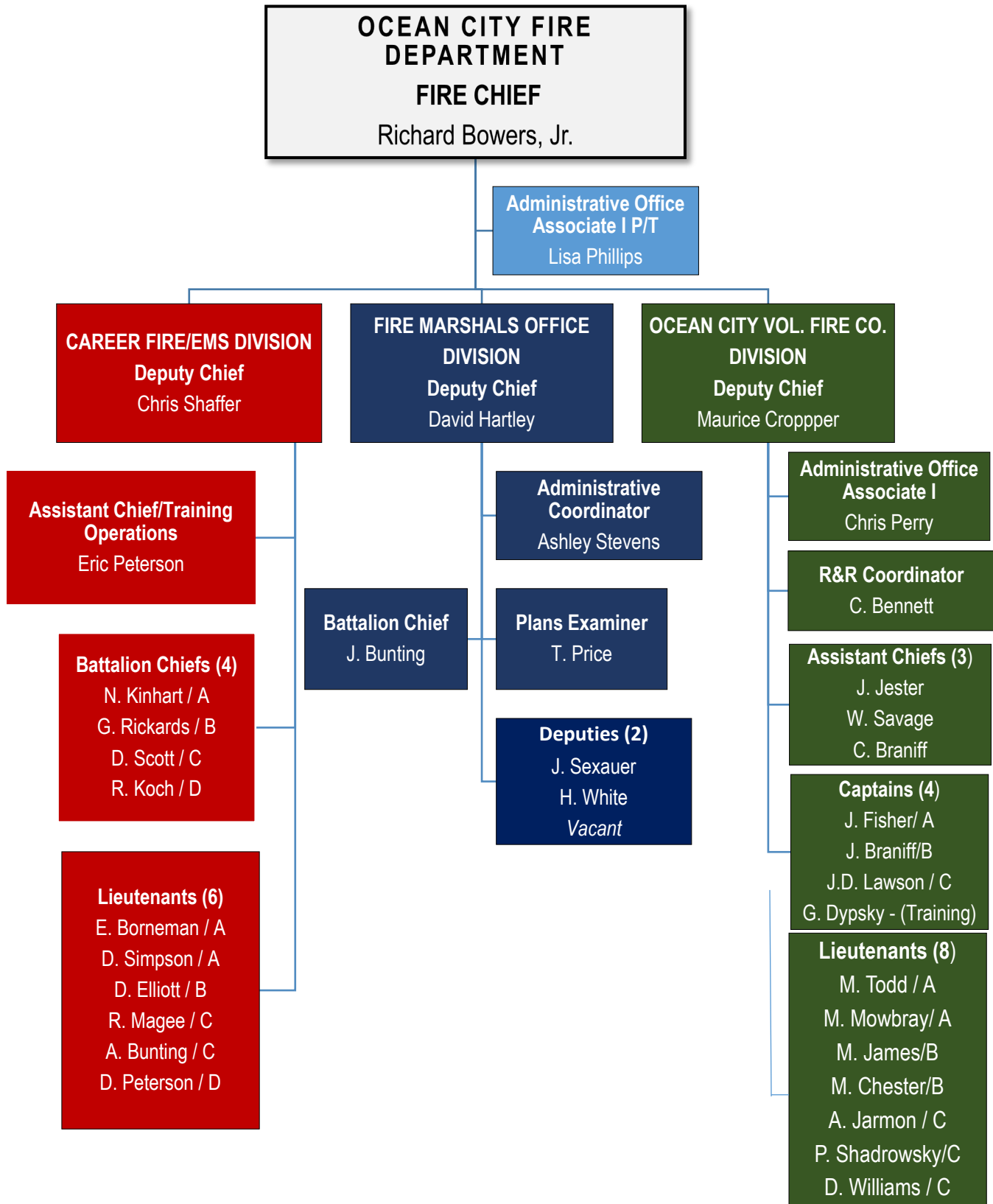
Number of Personnel: 53 Full-Time Career; 73 Part-Time Career

Operational Volunteers: 64

Ocean City Fire Department Service Calls 5-Year History

	FY 2018-19	FY 2017-18	FY 2016-17	FY 2015-16
Fire	1,245	1,393	1,258	1,158
Medical	4,855	4,680	5,009	4,698
Water Rescues	42	37	24	24
Boat/Marine Rescues	24	9	14	7
Total	6166	6119	6305	5887

Ocean City Fire Department Organizational Chart



Ocean City Fire Department Station Map



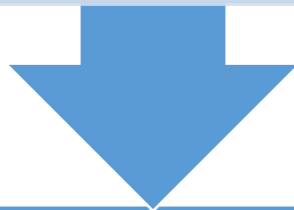
MISSION STATEMENT

Protecting the quality of life for Maryland's premier beach community



VISION STATEMENT

Service before Self!

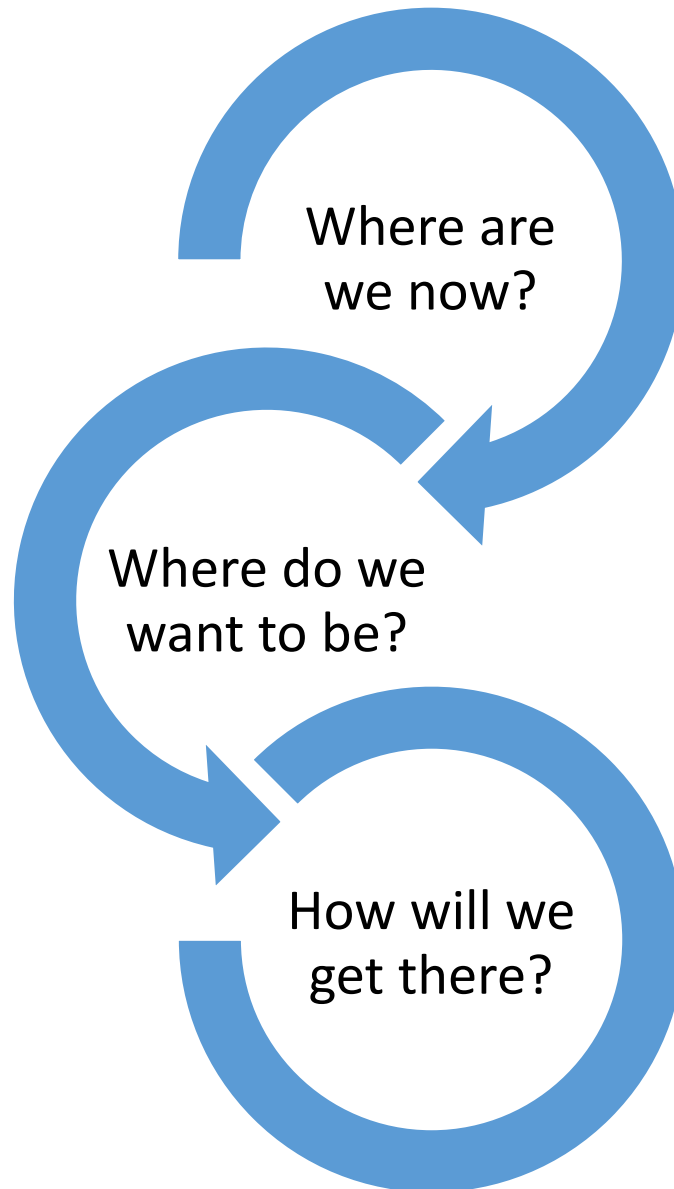


PURPOSE STATEMENT

One Team! One Vision! One Mission!

Strategic Goal and Action Item Creation

The members of the Strategic Plan workgroup identified key strategic issues; creating overarching goals to address the key issues; and developed action items to realize each goal.



Strategic Goals

Personnel

Goal #1: Develop a comprehensive recruitment and retention program for the Ocean City Fire Department

- Objective #1 – Provide a minimum of six qualified volunteer personnel for all fire alarm responses within six months.
 - *Initiative #1* – Reinforce the importance of the OCFD mission.
 - *Initiative #2* – Determine the feasibility of year-round volunteer duty crews; if feasible, develop a timeline and plan for implementation.
 - *Initiative #3* – Evaluate the Live-In Program to determine effectiveness and develop a business plan.
 - *Initiative #4* – Expand the Live-In Program to include Fire Station 3, after the station is re-built.
- Objective #2 – Increase part-time employee recruitment and retention through a pool of volunteers, and benefits, to include pay and schedule, by the next part-time hiring cycle (2021).
 - *Initiative #1* – Research comparable departments’ salary and benefits to ensure competitiveness.
 - *Initiative #2* – Make recommendations to the Mayor & City Council for possible implementation.
- Objective #3 – Develop a formal business plan for the Recruitment and Retention Program.
- Objective #4 – Jointly attend recruitment events within the next 12 months.
 - *Initiative #1* – Develop a list of target areas/events for the recruitment of members.
 - *Initiative #2* – Schedule recruitment visits on an annual basis.

Goal #2: Develop an all-inclusive Diversity plan that supports the objectives of the Department’s Recruitment and Retention Program

- Objective #1 – Increase minority participation among the volunteer and career ranks within the next 12 months.
 - *Initiative #1* – Develop an assessment of department personnel and develop a diversity and recruitment business plan.
 - *Initiative #2* – Recruit in more diverse target areas for ride-a-longs, live-ins, associate members, internships and part-time positions.
 - *Initiative #3* – Increase minority participation among the career ranks within the next 24 to 36 months.

Personnel - (Continued)**Goal #3: Develop minimum training standards and a career and member development path for the members of the Ocean City Fire Department**

- **Objective #1** – Institute and enforce a department wide standard for all operational positions within the next three months, with full compliance within 36 months.
 - *Initiative #1* – Send an expression of interest letter to all members of the department seeking their participation on the Training Standards Work Group, and establish a group of 5-7 individuals to assume that role.
 - *Initiative #2* – Develop and implement recommendations for minimum training standards for positions within the Department.
 - *Initiative #3* – Develop and implement a promotional process that reflects the adoption of minimum training standards.
 - *Initiative #4* – Conduct a periodic review of the minimum standards to ensure those standards are current and relevant.
- **Objective #2** – Encourage advanced training through an individualized/focused development path for all members within the next 4 months.
 - *Initiative #1* – Develop a program that will ensure company officers oversee the career development of all assigned members.
 - *Initiative #2* – Develop recommended curriculums for members, based on their personal interests and strengths, with suggested completion timelines.
 - *Initiative #3* – Develop an incentive program for volunteer members who achieve certification or other benchmark achievements.

Facilities

Goal #1: Develop a comprehensive facility and infrastructure improvement plan for the Ocean City Fire Department that includes establishing a formal station safety inspection program.

- Objective # 1 – Create a Facilities Management and Planning work group within the next 60 days.
 - *Initiative #1* – Send an expression of interest letter out to members of the Department.
 - *Initiative #2* – Select members for the work group.
- Objective #2 – Establish the parameters of a station safety inspection program within the next three months.
 - *Initiative #1* – Establish a checklist for use during the station safety inspection.
 - *Initiative #2* – Define those items that require immediate repair/correction vs. long term correction/improvement.
 - *Initiative #3* – Determine the time frame for beginning the inspection process.
- Objective #3 – Investigate the need for a station coordinator policy/position within the next three months.
 - *Initiative #1* – Review how other departments manage facilities
 - *Initiative #2* – Determine if this position is necessary, if so, seek interested individuals from throughout the Department.
- Objective #4 – Develop a “30-year” plan for the improvement/replacement of the Department’s facilities.
 - *Initiative #1* – Locate and review past long term improvement/replacement plans.
 - *Initiative #2* – Review current population, business and development trends in the Department’s primary response district
 - *Initiative #3* – In conjunction with the Town of Ocean City and Worcester County, review projected population, business and development trends that would impact the Department’s future facility requirements.
 - *Initiative #4* – Draft a long-term facilities improvement/replacement plan.

Apparatus/Equipment

Goal #1: Develop a comprehensive Apparatus Replacement Plan for the Ocean City Fire Department (this includes medic units, fire apparatus, and marine units).

- **Objective #1** – Conduct a needs analysis to determine the type and amount of equipment required to conduct the Department’s operations.
 - *Initiative #1* – Establish a smaller focus group from within the Apparatus and EMS Work Groups to determine the total number and type of apparatus needed to meet the Department’s needs.
 - *Initiative #2* – Complete a comprehensive assessment to determine current and future equipment and apparatus purchases meet the tactical response environment in one community.
 - *Initiative #3* – Meet with Departmental leadership in order to determine their anticipated future needs of the Department.
 - *Initiative #4* – Review recommendations presented in the results of the most recent ISO evaluation.
- **Objective #2** – Determine the useful lifespan of each type of apparatus.
 - *Initiative #1* – Review Worcester County and NFPA recommendations/requirements for apparatus replacement.
 - *Initiative #2* – Review best practices/replacement schedules of similar departments located in coastal communities.
- **Objective #3** – Partner with the Town of Ocean City to increase the funding required to support the Department’s comprehensive Apparatus Replacement Plan.
 - *Initiative #1* – Investigate the advantages and disadvantages of lease options.
 - *Initiative #2* – Investigate the advantages and disadvantages of financing options.
 - *Initiative #3* – Investigate the advantages and disadvantages of outright purchase.
 - *Initiative #4* – Meet with the Town’s administration to discuss the increasing apparatus costs secondary to EPA and NFPA requirements

Goal #2: Develop a plan that addresses future equipment (SCBA, cardiac monitors, TICs, marine electronics, gas meters...) purchases and/or replacement.

- **Objective #1** – Conduct an assessment of the Department’s small tools and equipment in order to define the current condition of these items.
 - *Initiative #1* – Assess maintenance records and review past practices for the purchase/replacement of small tools and equipment.
 - *Initiative #2* – Create an inventory of the Department’s small tools and equipment and rate its overall condition.
- **Objective #2** – Determine the useful lifespan of the Department’s small tools and equipment.
 - *Initiative #1* – Review manufacturer’s recommendations for life span/replacement timeline.

Apparatus/Equipment – (Continued)

- *Initiative #2* – Based on the above assessment, manufacturer’s recommendations and best practices, establish the useful lifespan of the Department’s small tools and equipment.
- Objective # 3 – Partner with the Town of Ocean City to create a funding mechanism for future purchases
 - *Initiative #1* – Establish a small tools and equipment replacement schedule that also defines the anticipated cost of replacement.
 - *Initiative #2* – Meet with the Town of Ocean City to discuss possible funding solutions to include the establishment of an equipment replacement fund that would address capital purchases.

Administrative Items

Goal #1: Complete a review of all Ocean City Fire Department policies to ensure that they meet the needs of the Department and establish a standardized revision cycle/process.

- Objective #1 – Establish a workgroup of 3-5 personnel (cross divisional) and name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- Objective #2 – Establish a digital location to host all policies and procedures.
 - *Initiative #1* - Identify/gather all existing policies & procedures in one digital location, to include: SOGs, Memos, SOPs, FCGOs, Collective Bargaining Agreement...
- Objective #3 – Conduct housekeeping/deconfliction of existing P&Ps to establish base list
 - *Initiative #1* – Review existing policies and procedures for the following: duplications, outdated/cancelled items, no longer applicable, incomplete, conflicting with other policies.
 - *Initiative #2* – Identify areas of need/missing P&Ps for the following:
 - Recommendation for priority
 - Recommendation for format standardization
 - Recommended Subject Matter Experts for each
 - Estimated time to develop
 - Command Staff presentation for prioritization/staff assignment
- Objective #4 – Workgroup representatives facilitate policy and procedure development in conjunction with subject matter experts.
 - *Initiative #1* – Identify subject matter experts for the various policy subject areas
 - *Initiative #2* – Develop/update, in conjunction with the subject matter experts, required policies and procedures.
- Objective #5 – Once all needed policies and procedures have been identified/created, establish a revision cycle.
 - *Initiative #1* – Research best practices to determine an appropriate revision cycle.
 - *Initiative #2* – Establish and implement the recommended revision cycle.

Administrative Items – (Continued)

Goal #2: Develop a strategy to begin exploring and implementing a program to manage the accreditation process.

- Objective #1 - Establish a workgroup of 3-5 personnel (cross divisional) and name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- Objective #2 – Workgroup conducts research on the accreditation process.
 - *Initiative #1* – Identify and visit other local/regional departments that have undertaken the accreditation process to identify best practices and potential pitfalls.
 - *Initiative #2* – Conduct a cost/benefit analysis and process overview for presentation to the Mayor & City Council.
 - *Initiative #3* – Conduct the initial self-assessment document from the Center for Public Safety Excellence. (This could potentially be utilized as an EKU summer internship).
 - *Initiative #4* – Present the cost/benefit analysis, process overview and the results of the self-assessment to the Mayor & City Council in order to determine the departmental impact.

Goal #3: Develop a plan to evaluate the Department’s current ISO rating and prepare for the reevaluation of that rating within the next five years.

- Objective #1 - Establish a workgroup of 3-5 personnel (cross divisional) and name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- Objective #2 – Research actual impact of ISO improvements to regional insurance ratings. (Potential EKU summer internship)
 - *Initiative #1* – Work with the insurance industry, research the potential impact on insurance rates if the Department were to improve its ISO rating.
 - *Initiative #2* – Work with the insurance industry, determine the cost/benefit to the Department if it were to improve its ISO rating.
 - *Initiative #3* – Present the above findings to the Mayor & City Council for further action.

Administrative Items – (Continued)

Goal #4: Conduct a needs analysis for a training program manager position.

- **Objective #1** - Establish a workgroup of 3-5 personnel (cross divisional) and name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
 - *Initiative #3* – Conduct an analysis considering the following tasks that are currently divided amongst multiple individuals, to include:

Rookie School	Basic Training
Recertification	Drills and In-service training
Special Operations	Certification/Documentation
MFRI (basic/advanced)	Leadership Development
Higher education/College/NFA	
 - *Initiative #4* – Present the results of the needs analysis to the Mayor & City Council for further action.

Goal #5: Develop a business plan for the department’s logistical needs and the Quartermaster Program.

- **Objective #1** - Establish a workgroup of 5-7 personnel (cross divisional) name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- **Objective #2** – Establish the personnel and inventory requirements necessary to support the operations of the Department.
 - *Initiative #1* – Determine the uniforms and equipment required for each individual, career and volunteer, based on contractual requirements, and/or best practices.
 - *Initiative #2* – Research and develop an inspection process for all issued items.
 - *Initiative #3* – Research and develop a replacement schedule for all issued items.
 - *Initiative #4* – Establish par levels for all issued items.
 - *Initiative #5* – Implement the use of an electronic inventory management system.
 - *Initiative #6* – Develop budget recommendations for the ongoing maintenance of the Quartermaster system.

Operational Items

Goal #1: Conduct a risk assessment of any and all vulnerabilities related to special hazards (HazMat, Water Rescue, High Angle, Confined Space...).

- **Objective #1** - Establish a Special Operations Workgroup of 5-7 personnel (cross divisional) name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- **Objective #2** – Identify special hazards specific to the Ocean City Fire Department’s primary response district.
 - *Initiative #1* – Meet with the Ocean City Fire Marshal’s Office to review past hazardous materials risk assessments
 - *Initiative #2* – Meet with Town of Ocean City and Worcester County Public Works to determine the number of permits required confined space entries made annually and to determine their rescue capabilities.
 - *Initiative #3* - Meet with Town of Ocean City and Worcester County Public Works to determine the number of excavations made by their departments or contractors in the area on an annual basis.
 - *Initiative #4* - Meet with local contractors, rental companies and property management companies to make the determination of scaffold use on high-rise structures.
 - *Initiative #5* – Review Departmental data related to water and dive rescue incidents for the past five years to determine the effectiveness of those teams.
- **Objective #3** – Once the risk analysis is complete, identify those hazards that may be addressed with the creation of specific special operations teams
 - *Initiative #1* – Review OCFD member’s training transcripts to assess the number of personnel with specialty training.
 - *Initiative #2* - Send an expression of interest letter to all members of the department.
 - *Initiative #3* – Select the members for participation on specific specialty teams.
 - *Initiative # 4* – Develop and implement an initial and annual training schedule for each specialty team.

Operational Items – (Continued)

Goal #2: Conduct an assessment of the need for an Incident Management/Support Team to integrate into the operations of the Emergency Operations Center.

- Objective #1 – Assess the Department’s current Incident Management capability.
 - *Initiative #1* – Review training records for the Department’s personnel to assess NIMS/ICS course completion
 - *Initiative #2* – Review the Department’s past performance on the management of major incidents.
- Objective #2 – Assess the Department’s ability to support the Emergency Operations Center during a major incident.
 - *Initiative #1* – Review training records for the Department’s personnel to determine who has completed training specific to EOC operations.
 - *Initiative #2* – Review the Department’s past performance in supporting the EOC during major incidents.
- Objective #3 – Develop recommendations, if found to be necessary, to improve the Department’s current Incident Management capabilities and its ability to support the EOC during major incidents.
 - *Initiative #1* – Work in conjunction with the Department’s leadership, develop a plan to enhance, if found to be necessary, the OCFD’s current incident management capabilities.
 - *Initiative #2* – Work in conjunction with the Department’s leadership and Emergency Management, develop a plan to improve, if found to be necessary, the OCFD’s ability to support EOC operations.

Goal #3: Conduct an analysis for the development of a comprehensive staffing and resource deployment plan, to include a minimum staffing requirement.

- Objective #1 - Establish a Staffing and Resource Deployment Workgroup of 5-7 personnel (cross divisional) and name a chairperson.
 - *Initiative #1* – Send an expression of interest letter to all members of the department.
 - *Initiative #2* – Select the members of the work group from those interested personnel.
- Objective #2 – Assess the effectiveness of the current staffing and deployment model.
 - *Initiative #1* – Review current call data, out-of-crew information and resource availability/deployment on specific incident types
 - *Initiative #2* – Review current call data trends in order to determine if the current staffing model will meet future needs.

Operational Items – (Continued)

- Objective #3 – Based on the above assessment, provide staffing and deployment recommendations for the Mayor & City Council to review.
 - *Initiative #1* – Include career and volunteer staffing for staffing and deployment recommendation.
 - *Initiative #2* – Review staffing and deployment models in use by other coastal communities with similar demographics.
 - *Initiative #3* – Review current standards, regulations, shift scheduled, deployment studies, and best practices in order to make accurate and effective recommendations that reflect the seasonal fluctuation in call volume, and that establishes a minimum staffing requirement for each time frame.

Community Outreach

Those Involved

Stakeholders involved in developing the Program: sponsors, partners, community organizations, fire department staff, etc.

Those Served

Stakeholders served by the Program: community residents, advocacy groups, elected or appointed officials, neighborhood associations.

Goal #1: Develop an integrated and comprehensive Community Outreach Plan/Program, to include fire prevention, education and community service and/or support.

- **Objective #1** – Prevent the 911 call through education
 - *Initiative #1* – Identify a person or persons to organize and implement the Community Risk Reduction and Outreach Program.
 - *Initiative #2* – Send out expression of interest letter to FD personnel and identify subject matter experts in the programs that will be delivered to the community.
- **Objective #2** – Perform a Community Risk and Needs Assessment
 - *Initiative #1* – Establish a diverse work group of individuals to identify risks.
 - *Initiative #2* – Survey Ocean City residents through an online survey, 10 questions which will remain open for 30 days.
- **Objective #3** – Train all Town of Ocean City employees in CPR and Stop the Bleed.
 - *Initiative #1* – Meet with Town of Ocean City Risk Manager & City Manager.
 - *Initiative #2* – City Manager meet with all Department heads.
 - *Initiative #3* – Community Risk Reduction staff will develop a training calendar and time line for the completion of having all employees trained.
- **Objective #4** – Offer and provide Life Safety Training to Ocean City Residents
 - *Initiative #1* – Review and develop the training curriculum for the following training programs:
 - ✓ Home Fire Safety Evaluations
 - Trip Hazards
 - Fire Hazards
 - Smoke Alarm Checks
 - CO Alarm Checks
 - 911 Address Displayed
 - ✓ Work Place Safety Evaluations
 - Exits Clear
 - Kitchenette Safety
 - Use of space heaters / extension cords
 - ✓ CPR (Hands Only)
 - ✓ How to be an Informed 911 Caller
 - ✓ Stop the Bleed

Community Outreach – (Continued)

- *Initiative #2* – Make sure the program reflects an accurate demographic representation of the community by:
 - Age
 - Race/ethnicity
 - Education
 - Income
 - Sexual Orientation
 - Gender
 - Language
- Objective #5 – Locate Grant Funding
 - *Initiative #1* – Work with Wayne Pryor & Ocean City Fire Department leaders to locate grants.
- Objective #6 – Promote the Community Risk Reduction Program
 - *Initiative #1* – Use existing publications – water bill, on-line, spring & fall newsletter.
 - *Initiative #2* – Not only use technology, but allow residents to mail in a request form that is mailed out via newsletter (fall & spring).
- Objective #7 – Establish an OCFD PIO collateral position in the office of the Fire Chief.
 - *Initiative #1* – Send an expression of interest letter to all department members.
 - *Initiative #2* – Work with TOC PIO office to select an individual for the ancillary PIO position.
 - *Initiative #3* – Develop an OCFD PIO program plan.

Safety, Health and Wellness

Goal #1: Continue to prioritize the safety, health and wellness of all career and volunteer personnel is a priority for the Ocean City Fire Department.

- **Objective #1** – The OCFD embraces the need to implement a comprehensive safety, health and wellness program modeled after the IAFC/IAFF Wellness Fitness Initiative.
 - **Initiative #1** – Establish a workgroup of career and volunteer members to develop a business plan to implement the IAFF/IAFC Wellness Fitness Initiative.
 - **Initiative #2** – Establish a Safety, Health and Wellness Program manager’s position.
 - **Initiative #3** – Train and certify specific members of the Department as Health and Safety Officers.
 - **Initiative #4** – Establish a Fitness Program for all members of the Department.
 - **Initiative #5** – Establish a Behavioral Health Program, to include a clinical health professional position and Peer Support Program modeled after the IAFF’s Peer Support Program.

All of the above items are intended to support the Ocean City Fire Department in accomplishing their mission:

PROTECTING THE QUALIFY OF LIFE FOR MARYLAND’S PREMIER BEACH COMMUNITY

Ocean City Volunteer Fire Company Incentives

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Conclusion

Strategic Planning is an ongoing process that continues long after the information gathering phase and finalization of this document. This Strategic Plan has created a framework that will guide the OCFD's policies, budget and operations for the next five-years and help ensure that the OCFD continues to provide high-quality and reliable service to the community while at the same time ensuring the effective use of City resources and funds.

The Strategic Planning Committee would like to recognize the men and women of the Ocean City Fire and EMS Department, City Departments and their Executives, partnering agencies and organizations, and the Ocean City community for their input and participation with this Strategic Planning process.

All of the above items are intended to support the Ocean City Fire Department in accomplishing its mission:

Protecting the quality of life for Maryland's premier beach community