

BALTIMORE CITY FIRE DEPARTMENT

STRATEGIC PLAN 2016-2021



The BCFD is a diverse and evolving extension of the community, committed to providing excellent service to all we serve, in a professional and humanitarian way. We pledge to protect lives, property and the environment through a safe, effective, and timely response. We will be innovative in providing service in emergency medical services, fire suppression, rescue, emergency communications, fire prevention, community outreach, education, and other services.



Facilitated by



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It is my honor to present to you the 2016 through 2021 Strategic Plan. The Baltimore City Fire Department has a storied tradition of service to the community. This plan will mirror our continuous effort to better serve our customers, the citizens of Baltimore City and the members of the Baltimore City Fire Department. This plan will guide our management decisions, organizational structure, and efficient use of city resources.

Our strategic plan was informed by community input through service delivery surveys, interviews, and testimonials. A broad cross-section of community leaders, business and non-profit representatives, our partners from the hospital system and local elected officials participated in expressing what was important to them in the delivery of 21st century fire and emergency medical services. Through this effort we were able to outline community expectations, concerns, and priorities.

The members of the Baltimore City Fire Department were an essential part of this process. They came with open minds, recognizing that their conversations and ideas would chart the course of our future. This dynamic group was made up of service professionals from all ethnic groups, generations, backgrounds and years of service. They did more than develop a strategic plan--they created a new normal for this organization.

Therefore, it is the goal of the Baltimore City Fire Department to constantly seek input from both our external and internal partners to ensure a high level of effectiveness and efficiency in the delivery of emergency services. While this plan will provide a road map of where we want to take this organization in the next five years, we recognize that as our city and workforce evolve we will have to make progressive modifications to stay competitive in the constantly changing fire and emergency medical service industry.

The strategic plan offers an inspiring glimpse into the potential success of our department. However, we must always remember that the foundation of our existence is the people in the communities we serve. The relationships and bonds formed through the positive non-emergency interactions we have with people are as important as the ones we have with them in moments of crisis. Let us never forget the “service” portion of being a part of the fire and emergency medical service, as the work we do for others will ultimately be the legacy we leave with our city.

Niles R. Ford, PhD
Chief of the Fire Department
Baltimore City Fire Department

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Introduction

The Baltimore City Fire Department (BCFD) provides the community with emergency medical services, fire suppression, basic and technical rescue, emergency communications, disaster preparedness planning and response, hazardous materials mitigation, community fire risk reduction, community recruitment, community outreach, public education, and marine fire rescue programs to Baltimore City, residents, businesses, and visitors. The agency is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the organization's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the *CFAI Fire & Emergency Service Self-Assessment Manual 9th Ed.*, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the agency's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the agency with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's external and internal stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the organization's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



**BALTIMORE CITY FIRE DEPARTMENT
STRATEGIC PLAN
Table of Contents**

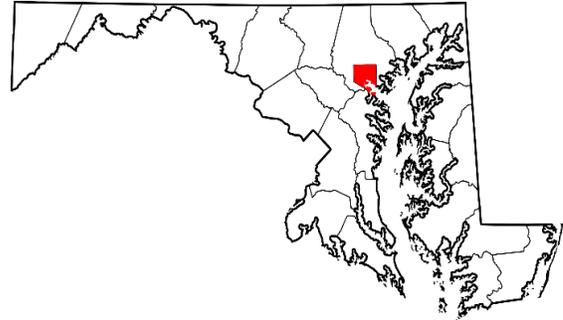
Community and Organizational Background.....	1
Organizational Structure.....	2
Community-Driven Strategic Planning.....	3
Process and Acknowledgements.....	5
Community Group Findings.....	6
Community Priorities.....	6
Community Expectations.....	7
Areas of Community Concern.....	9
Positive Community Feedback.....	12
Other Thoughts and Comments.....	17
Internal Stakeholder Group Findings.....	19
Mission.....	20
Values.....	20
Programs and Services.....	21
S.W.O.T. Analysis.....	22
Strengths.....	22
Weaknesses.....	24
Opportunities.....	25
Threats.....	26
Critical Issues and Service Gaps.....	27
Strategic Initiatives.....	28
Goals and Objectives.....	28
Vision.....	42
Performance Measurement.....	43
The Success of the Strategic Plan.....	44
Glossary of Terms, Acronyms, and Initialisms.....	45
Works Cited.....	47



2016-2021 Strategic Plan

Community and Organizational Background

Baltimore City Maryland is one of three independent cities in the nation outside of Virginia. Originally founded as a religious refuge in 1634 by George Calvert and his son, Cecil, Baltimore's origins can be traced back to an agricultural settlement on the northwest Branch of the Patapsco River off Chesapeake Bay. The area comprising the current City of Baltimore and the surrounding metropolitan area was first settled in 1661 by David Jones and covered the area known today as Harbor East on the east bank of the Jones Falls river, which flows south into Baltimore's Inner Harbor.



The Maryland General Assembly formally established the Town of Baltimore in 1729 with the first municipally established fire ordinance written into law in 1747. Urban growth in to the 1800's led local businesses and political leaders to form volunteer fire companies to guard against loss. Competitive resentment between these companies led local fire chiefs to organize the Baltimore Association of Firemen to improve the fire service's public image. In 1858, when that initiative failed to bring order, city politicians disbanded the volunteers and introduced the 153-member professional Baltimore City Fire Department. Similar to other rapidly growing cities across the country, urban density with the spread of factories, port facilities, warehouses and apartment buildings, created the potential for danger.

In 1904, the Great Baltimore Fire burned for more than a full day and destroyed 70 blocks and 1,526 buildings in the downtown area. That incident led to systematic urban renewal programs and uniform national standards in firefighting equipment and protocols.



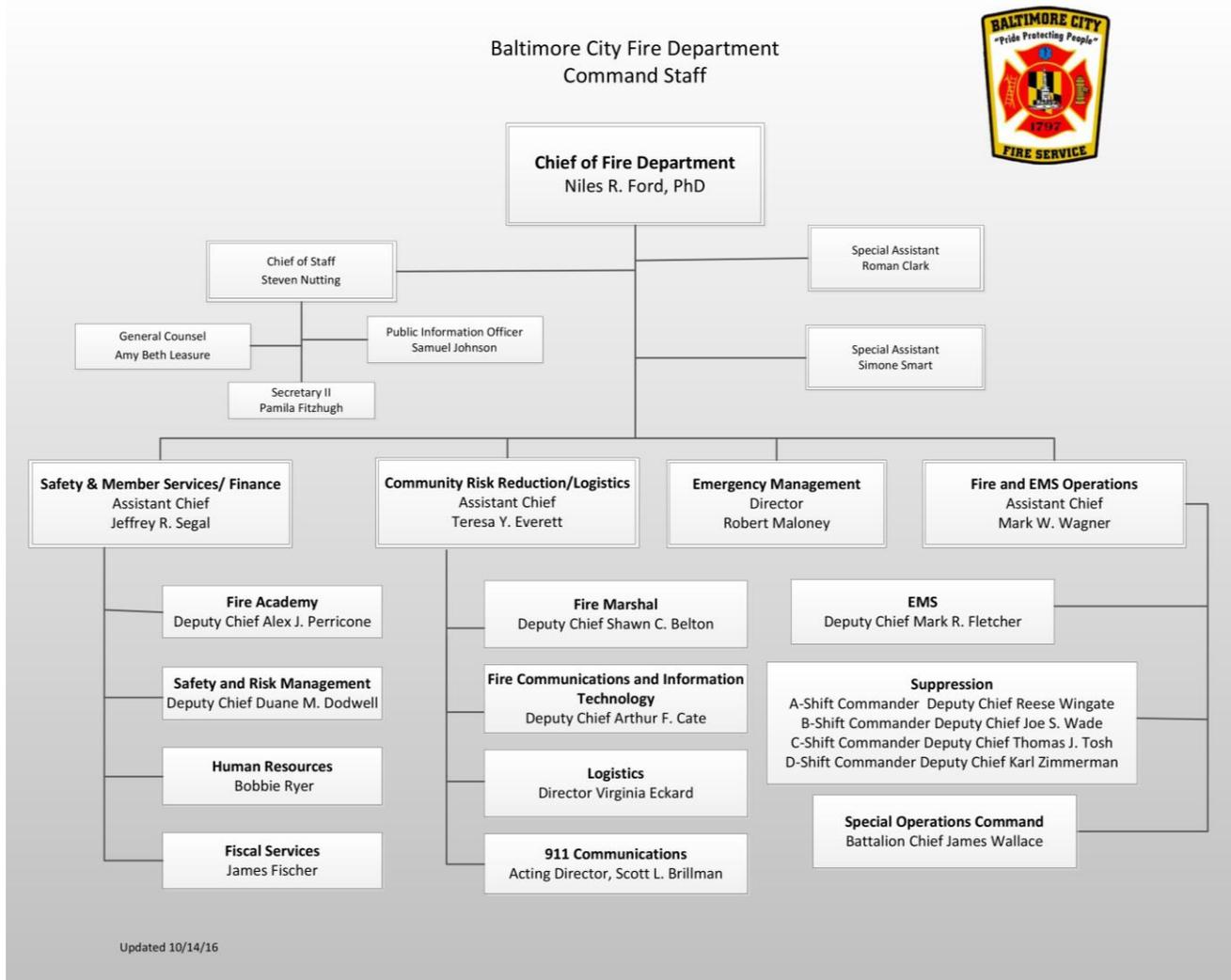


BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Today the Baltimore City Fire Department is a ISO class 1 department serving a geographic area of 81 square miles with a daytime population exceeding 1,000,000 and a residential population of more than 620,000. More than 1,600 members are assigned across Community Risk Reduction, Safety and Member Services, and Emergency Operations management branches. Those members respond to more than 235,000 calls for service per year utilizing 35 engine companies, 17 ladder companies, 24 first-line medic units, 5 critical alert medic units, 1 heavy rescue and other specialty units.

Organizational Structure





2016-2021 Strategic Plan

Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*¹ In order to ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Goodstein, Nolan, & Pfeiffer define strategic planning as

*"a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."*²

The U.S. Federal Benchmarking Consortium Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** - refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** - recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** - recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** - identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** - means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** - recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

² Ibid





2016-2021 Strategic Plan

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

“When you see most companies get big, they want to shout about all they’ve done. But the consumer wants to know: ‘What have you done for me lately?’”

Kevin Plank, CEO
Under Armour

The Community-Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity for, and potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





2016-2021 Strategic Plan

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community's and the agency's external and internal stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Niles R. Ford and his team for their leadership and commitment to this process.

Initial development of this strategic plan took place in July 2016, beginning with a meeting hosted by representatives from the CPSE for members of the community (external stakeholders). Input received from the meeting revolved around community expectations and concerns, as well as positive and other comments about the organization. Those present at the meeting were as follows:

Baltimore City Fire Department External Stakeholders

<i>Douglas Armstrong</i> Remington	<i>Jack Baker</i> Southern District	<i>Scherod Barnes</i> NECO	<i>Charles Bollack</i> Board of Fire Commissioners
<i>Diane Bongiovanni</i> Sinai Hospital	<i>Kaleema Breathett</i> Park Heights Renaissance	<i>Brian Browne</i> University of Maryland	<i>Dr. John Bullock</i> Union Square
<i>Phill Carr</i> Maryland Zoo	<i>Kathy Christian</i> Greater Greenmount	<i>Cynthia Cohen</i> Mercy	<i>Marie Dieter</i> Johns Hopkins Bayview
<i>Erma Drumgoole</i> Chinquapin Parkway Improvement Association	<i>Tracy Ellis</i> Saint Agnes Hospital	<i>Arlene Fisher</i> Harlem Park	<i>Barbara Gainey</i>
<i>Jessica Gappa</i> T. Rowe Price	<i>Betsy Gardner</i> Northwest District	<i>Sharon Guida</i> Charles Village Benefits District	<i>Pete Hammen</i> State Delegate
<i>Sandy Harley</i> Charles North	<i>Kadija Hart</i> Belair-Edison Neighborhoods	<i>Ben Hyman</i> Historic Pigtown	<i>Joyce Johnson</i> Chinquapin Parkway Improvement Association
<i>Arthur Kohne</i> BCCC	<i>Amy Macht</i> Regional Management	<i>David Marcozzi</i> University of Maryland School of Medicine	<i>William Marcus</i> Downtown Partnership
<i>Dave McDonald</i> Hunting Ridge	<i>Cara Miller</i> Harbor Hospital	<i>Chris Muldowney</i> Lauraville Improvement Association	<i>David "Coach" Owens</i> Dolfield
<i>Charles Owens</i> Baltimore City Chamber of Commerce	<i>Marc Partee</i> BCPD	<i>Patricia Rideout-Howard</i> Northwest District Police PCP	<i>Cindy Roles</i> MedStar Harbor Hospital
<i>Susan Salt</i> Ronald McDonald House	<i>Sonia Sarkar</i> Health Department	<i>Ann Schmidt</i> City Council	<i>Shelley Sehnert</i> North Roland Park Association
<i>Roy Sommerhof</i> Baltimore Ravens	<i>Robert Stokes</i> 12 th District	<i>Chaquette Wallace</i> Councilman's Office	<i>Pauline Watson</i> Fallstaff Neighborhood Association
<i>William Welch</i> District 9 Councilman	<i>Patricia Wills</i> Southern District	<i>Deborah Woolford</i> Park Heights	<i>Thelma Wright</i> Edmondson Village





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Community Group Findings

A key element of BCFD's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the agency invited community representatives to provide feedback on services provided.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, the fire department needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the organization through a process of direct comparison. The results were as follows:

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	292
Fire Suppression	2	272
Rescue – Basic and Technical	3	248
Emergency Communications	4	236
Domestic Preparedness Planning and Response	5	211
Hazardous Materials Mitigation	6	169
Community Risk Reduction	7	140
Community Recruitment	8	123
Community Outreach	9	115
Public Education Program	10	95
Marine Fire Rescue	11	79



External Stakeholders Work Session





2016-2021 Strategic Plan

Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. To follow are the expectations of the community's external stakeholders:

Community Expectations of the Baltimore City Fire Department (verbatim, in priority order)

1. Timely response; respond to fire and medical emergencies. (90)
2. Community involvement; participate in community activities; be visible; outreach; know the different cultures. (55)
3. Knowledge of job / know what you are doing; current and best training; highly trained. (50)
4. Professional conduct at all times, especially when a patient is in the ED, and in front of patients; professional attitude; courtesy; empathy; well groomed. (40)
5. Put out fires; extinguishment with competence. (30)
6. Educate community residents about fire safety; keep neighborhoods safe installing smoke detectors; collaboration with CERT. (28)
7. Answer 911 calls; provide excellent 911 communications. (28)
8. Quality of EMS care for the community - consistent feedback to providers from Baltimore City and hospitals; quality pre-hospital that incorporates frequent feedback; expand protocols to provide quality care to the following patient population-hypothermia, sepsis, tissue plasminogen activator, expand electronic medical record standards. (21)
9. Communication; improve the communication system. (20)
10. Expand high school program; increase community recruitment. (18)
11. Appropriate allocation of resources to account for increased 911-call volume - must have more than enough tools and resources to provide needed services. (14)
12. Community safety and provide safety (equally important). (14)
13. Provide EMT/paramedic/ambulance services. (11)
14. Train public in CPR, first aid, etc.; community education. (9)





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

15. More prompt / streamlined inspections for new businesses; efficiently interact with plans department to inspect and approve plans. (9)
16. To be members of the community they serve. (8)
17. Have the best and latest equipment available. (7)
18. Continued fire prevention activities. (7)
19. Availability of statistical data to the public; information to the public. (6)
20. Mitigation/stabilization of vacant or abandoned properties in the community. (5)
21. Opening more fire stations. (5)
22. Community-based stations and service. (5)
23. Collaborate with hospitals, especially when responding to requests for help. (4)
24. Assist with haz mat and domestic preparedness in collaboration with hospitals; working with police department. (4)
25. Respect for residents and their property. (4)
26. New modern fire hydrants and fix old ones. (4)
27. To extricate me or citizens out here in cars, icy waters etc. (4)
28. Follow up on complaints/issues especially regarding quality (or lack of) patient care. (3)
29. Safety for your members within the department. (3)
30. Workforce development community wide. (3)
31. To serve as a symbol and beacon of safety and order. (2)
32. Turnout times. (2)
33. Evidence based practice guidelines for fire/EMS. (2)
34. Known and well respected in the community. (2)
35. Medical Duty Officer for all centers 24/7. (1)
36. Sensitivity to late night sirens, effect on sleeping residents. (1)





2016-2021 Strategic Plan

Areas of Community Concern

The planning process would be incomplete without an expression from the community regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

"In recognizing the humanity of our fellow beings, we pay ourselves the highest tribute."

Thurgood Marshall
Former Justice of the
Supreme Court

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

1. Resources allocation for EMS: allotment of resources with increasing EMS call volume; staffing; too many calls for amount of personnel we have; potential closings. (55)
2. Would like to see more visibility in the community; lack of visibility; not sure they built in time to be involved in the community; more community outreach; knowledge of cultures. (29)
3. Fire station closings; more stations. (25)
4. Response times; faster response times; better response times; EMS response times. (23)
5. Inadequate training / certifications; not sure they have the training to stay safe in extreme situations; proper training. (22)
6. Budget reallocation for changing service demands; capacity to provide comprehensive services; lack of resources. (19)
7. Lack of proper equipment; lack of EMS supplies and equipment; give them more supplies. (16)
8. Cut in the BCFD budget; budget restraints; need more funding. (16)
9. Substandard facilities; aging facilities/infrastructure. (14)
10. Staff living in the city; number of fire employees living outside of Baltimore City. (13)
11. The challenge of thousands of vacant /unsafe structures. (13)
12. Safety of the members of your department, with all of the current events nationwide. (11)
13. Lack of coordination between city and county; coordination with other agencies. (11)





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

14. More recruitment / educational programs at high schools throughout Baltimore City; hiring locally. (11)
15. Lack of follow up regarding quality issues of patient care. (9)
16. Increase in calls into the 911-system for priority needed. (9)
17. Not aware of training opportunities; education opportunities for future first responders; CPR classes to children. (9)
18. Poor communications with hospitals and allocation of medics: high volume in one area-drive equality. (8)
19. In the summer many hydrants are broken; hydrants maintenance and replacements. (8)
20. The way our citizens ignore the seniors when the firefighters are going to a fire or to get someone who is ill; more access to homes of seniors. (8)
21. Lack of collaboration with hospital administrators, health care providers when responding to calls at hospital; lack of cooperation with hospitals. (6)
22. Inconsistent quality of care; quality/consistency of pre-hospital care. (6)
23. Physical fitness of firefighting personnel; health and wellness. (6)
24. 311 operators not professional or trained well. (5)
25. Concerned about the mayor's mindset toward the importance of the fire department. (5)
26. Budget restraints to improve department performance. (5)
27. Not enough support provided to firefighters and EMS. (5)
28. What services does the department offer to the public such as fire prevention? (5)
29. Timely reporting: improve turnaround time on the electronic medical record. (4)
30. Approach to situation/good performance. (4)
31. Concerned that some of the city council members don't realize the threat of fire in row houses or vacant houses. (4)
32. Not enough examples of marketing the department. (4)
33. Reduction of EMS units to BLS level. (4)
34. Data sharing. (4)
35. Knowledge of streets surrounding the house. (4)
36. Concerned it will take 100 years to recover from the April 2015 riots, I was here for the Martin Luther King riots of 1968 - parts of the city never recovered. (4)





2016-2021 Strategic Plan

37. Frequency of arson and dangerous behaviors by the public. (4)
38. Opportunity for city residents to volunteer. (3)
39. Concerned about the distance of water trucks from hook & ladder and medical services. (3)
40. Not familiar with the neighborhood they serve, both people and streets. (3)
41. Working relationship with BPD and perspective BPD districts in close proximity to engine house. (3)
42. Proactive plan for retrofit of older buildings with fire suppression equipment. (3)
43. Lack of Medical Duty Officer 24/7. (2)
44. Concern as it relates to abuse of the 911 emergency call that are in fact not emergencies. (2)
45. Would like to participate in annual EMS staff evaluations. (2)
46. Technology improvements incorporated into firefighting. (2)
47. Neighborhoods that consist of a lot of senior residents. (2)
48. Determination of cause does not seem to be your strong suit; maybe outside experts can be used. (2)
49. Amount of overdoses being responded to, what is done to change this? (2)
50. Patients allowed to refuse transportation who should not be without medical consult. (1)
51. Culture (1)



External Stakeholders Work Session





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

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

- Two-tiered system – excellent BLS providers in the field.
- Addition of new transport units.
- Interpersonal relationships / positive attitudes of BCFD employees.
- Pipeline-building/recruitment processes.
- Launching new initiatives.
- Community involvement – attending meetings and answering questions for the community.
- Positive interactions with youth and young adults.
- They come when you call.
- They participate in community events.
- They answer your question with respect.
- They put smoke detectors in your home.
- They help seniors understand.
- Love it when I see fire department staff out in the community interacting with residents.
- Love Chief Ford and his vision.
- Interest in modernizing.
- Do much with limited resources.
- Essential to healthcare.
- Recruitment.
- Thankful for our fire chief and his vision.





2016-2021 Strategic Plan

- If a non-profit (churches) especially opened with no permits (storefront churches), it was especially helpful that the fire department came out immediately and shut down events that could have had dire consequences, especially youth dances, etc.
- Fire department has come out immediately when idiots throw plastic bottles on busy roads with baking soda or whatever.
- EMS providers are professional/provide excellent patient care.
- I think the strength of the department is in the people who make up the department.
- Everyone in the department that I have come in contact with has always been professional and respectful.
- Small town and fire/EMT with good attitude.
- Very caring and involved staff.
- Chief's sincerity makes message believable.
- Departments outreach to the community.
- Youth inclusion.
- Diversity in command.
- Transparency.
- Good service to our city from the fire department.
- Good fire and medic units.
- Fast service from our department.
- Fire alarms free to the city.
- Department outreach to the community.
- They are often the first to the scene when an emergency is called.
- The training program for youth.
- BCFD is doing a fantastic job with fire response and smoke alarm installation.
- Caring, professional, well-trained staff.
- Great response times.
- Excellent communication with community leaders.
- BCFD are superb role models for community youth.
- Recruiting in schools.
- Innovation / attempts to improve the department seem obvious.





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

- Openness to change.
- Community development.
- Community input meetings such as this.
- Collaboration meetings with hospitals quarterly.
- Community recruitment programs.
- Attitude.
- At least we know they are there...
- Pleasant when we do talk to them.
- Always respond quickly to situations.
- Friendly manner.
- Willing to assist in any way.
- Knowledgeable.
- Fire personnel are very responsive to requests to attend out community meetings.
- EMS techs and fire personnel have been very professional and personable when called to my home (on many occasions). I have an elderly parent who is sickly.
- Great liaison collaboration.
- Community development and recruiting in schools.
- Presence at hospital committees is outstanding, especially with cardiac and stroke committees.
- Strong relationship with EMS school to train EMS staff.
- Professional.
- Knowledgeable.
- Helpful.
- Community outreach.
- Open-door policy in neighborhoods.
- I feel confident in an emergency that they will save lives.
- Seem very accessible.
- Professional and friendly – they show that these two things can and should coexist.





2016-2021 Strategic Plan

- Seeking out community feedback and involvement – proactive and ahead of other US cities.
- Community outreach is effective.
- Smoke detectors are appreciated.
- Attendance at neighborhood events is impressive.
- Professional; efficient; knowledgeable.
- Community leaders; respectful; equipped for all emergencies; dedicated.
- Respected in the community.
- Overall, pretty good response time from the time they receive a 911 call.
- Paramedics are knowledgeable, prepared, and work quickly in critical scenarios.
- Every year, they spend time going door-to-door to check homes (regarding smoke alarms), community outreach is solid in District 13.
- They are willing to come to community meetings to educate citizens and also school children.
- When present, fire department personnel are positive role models.
- Local company (Pigtown) excellent in community outreach/engagement.
- Citizen interview panel.
- Citizens involved in the strategic planning process.
- Community-driven fire department.
- Fire department is well respected and valued in most respects.
- Firefighters are authority figures that are looked up to and trusted and can have positive interaction with youth and persons otherwise disenfranchised. Could do more to be mentors and work with community centers, etc.
- Chief Niles Ford.
- Education of Baltimore City youth by BCFD.
- Community outreach.
- Open and transparent.
- Has done an excellent job of fire prevention.
- Provides excellent EMS service with available resources.
- Nice people.





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

- Those I have met truly care about their duty to serve/protect.
- Please come to National Night Out in Charles Village on Tuesday, 8/2 at St. Phillip and James Church at 2801 N. Charles Street, 6-8:30.
- Close to my house.
- Firemen share info at community meetings.
- Firemen attend all community activities.
- Familiar with firemen.
- Attending community meetings. Members that attend monthly meetings know the personnel of their firehouse.



External Stakeholders Work Session





2016-2021 Strategic Plan

Other Thoughts and Comments

The Community was asked to share any other comments they had about BCFD or its services. The following written comments were received:

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

- Thank you for this session.
- We love our firemen and fire stations.
- I think our fire department is awesome and destined to be even better!
- The city could benefit from community paramedicine and provide a revenue source for BCFD.
- I have the deepest respect for the fire department and all of its members. Personally, my family and home were saved in a house fire and on a second unrelated event. I was taken to the hospital with a heart attack. I am forever grateful.
- You want to solve the 10% increase in EMS calls – simple. When I call you for the same violent, nasty, obnoxious, drugged person– haul her away to jail or a place with a mandatory 3 – 30 days, commit. You laugh. Maybe not the first, maybe not the second, but the third time in a 2 – 3 block area should be committed.
- Taking responsibility for safety inside homes is a gray area that no one is able to assume. Families don't intervene when mom or dad are at risk as hoarders or unsafely using space heaters/stoves. FD needs link inside these homes to prevent risk.
- I feel this department under Chief Ford has made community outreach and input a key.
- Would like to see the fire department use social media more proactively – tweeting, texting, and using educational PSAs on YouTube to keep Baltimore citizens informed about fire protection habits and safety tips. Public education.
- Have a strategy planning community meeting with Gen X (20-40 year olds) and Gen Y only to learn about what they think. Community recruitment.
- BFD should have a goal of leadership setting a new standard for how fire service response / prevention is structured for major cities.
- Would like the department to do more community outreach?
- Would like the department to do more training?
- Want to be able to have more consider buying homes in the community.
- I handle a lot of first aid calls and rely on EMS services. Engine #52 always responds quickly to help out and does a great job. Thank you!





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

- Do you always have to bring the large truck for the ambulance requests?
- Many faith-based institutions would love to have fire presentations after church, but the department doesn't have a person that will do a Sunday workshop/presentation.
- Thank you to all of the BCFD for making our communities a priority. It has been a joy getting to know our BCFD personnel better. We ask for your help all of the time – feel free to ask for ours.
- Also, this department needs to be better supported by our city government when/where possible.
- I lived in the city from 1979-1987, then again in Hamilton from 2006-2011. Basing my answers on when I lived in the city, my years in Hamilton – my youngest daughter grew up here until middle school. Moved to the county.
- Good outreach session.
- Thank you for believing citizens are important to the growth and development of the fire department.
- I think the programs for recruiting city youth are very important, but it does not show that way in the matrix because it is not your central function. However, I don't think the matrix is the best way to reflect its importance. It is not an either or. It is more a tactic than a strategy or main mission.
- Historically, high school programs have not worked.
- Thanks and good luck with the strategic plan.
- Need more female fire personnel. We have one at our station.
- I do want the educational programs, however, compared to the other categories, they were not as important.





2016-2021 Strategic Plan

Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization's approach to community-driven strategic planning, with focus on the Mission, Values, Core Programs and Support Services, as well as the organization's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named below and pictured on the next page.

Baltimore City Fire Department Internal Stakeholders		
Brandon Allen <i>Community Aid</i>	Daniel Benitez <i>Paramedic</i>	Scott Brillman <i>911 Communications</i>
Tavon Claggett <i>Battalion Chief</i>	Duane Dodwell <i>Safety/Risk Management</i>	Edward Doll <i>EMS</i>
Daniel Edwards <i>Firefighter/Paramedic</i>	Claytonia Everette <i>EMS</i>	Neal Garith <i>MOEM</i>
Philip Gentile <i>Captain</i>	Jeremiah Gibbons <i>EMT</i>	Malike Gross <i>Community Aid</i>
Andrew Heckrotte <i>Marine Pilot</i>	Vernese Hilton <i>Lieutenant</i>	Mike Hinehline <i>Fire Inspector</i>
Albert Jarrett <i>Lieutenant</i>	William Jasper <i>Captain</i>	Bryan Johnson <i>Lieutenant</i>
George Jones <i>Lieutenant</i>	Kelly King <i>EMS</i>	Alexis Mack <i>Community Aid</i>
Gregory Matysek <i>Lieutenant</i>	Mya McConnell <i>Captain</i>	Tyonia McLean
Shawn Miller <i>EMT</i>	Lacoya Mitz <i>Fire Operations Aide</i>	Patrick Murphy <i>Firefighter/EMT</i>
Carrie Naylor <i>Captain</i>	Paul Novak <i>Lieutenant</i>	Charles Santmyer III <i>Emergency Vehicle Driver</i>
Amy Schier <i>Paramedic</i>	Laura Shiloh <i>Battalion Chief</i>	Charles Svehla <i>Battalion Chief</i>
Terrell Taylor <i>Captain</i>	Julie Torres <i>Administration</i>	Thomas Tosh <i>Deputy Chief</i>
Jason Turner <i>Captain</i>	Pat Walsh <i>Battalion Chief</i>	Kensington White III <i>Battalion Chief</i>
Michelle Willoughby <i>Emergency Vehicle Driver</i>	Mike Winn <i>Captain</i>	Khalilah Yancey <i>Lieutenant</i>





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan



Internal Stakeholders

Mission

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 of BCFD's internal stakeholders met to review the existing mission and collectively agreed to the following:

The BCFD is a diverse and evolving extension of the community, committed to providing excellent service to all we serve, in a professional and humanitarian way. We pledge to protect lives, property and the environment through a safe, effective, and timely response. We will be innovative in providing service in emergency medical services, fire suppression, rescue, emergency communications, fire prevention, community outreach, education, and other services.

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization. The agency's internal stakeholders agreed to the following:

The members of the BCFD are dedicated to professionalism, integrity, accountability, and respect for all.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Baltimore City Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





2016-2021 Strategic Plan

Programs and Services

The agency's internal stakeholders identified the following core programs provided to the community, as well as the services that enable the organization to deliver those programs:

Core Programs of Baltimore City Fire Department

Emergency Medical Services	Fire Suppression	Basic and Technical Rescue
Emergency Communications	Domestic Preparedness Planning and Response	
Hazardous Materials Mitigation	Community Risk Reduction	Community Recruitment
Community Outreach	Public Education Program	Marine Fire Rescue

Supporting Services of Baltimore City Fire Department

Training	Logistics	Quality Assurance
Human Resources	Risk Management	Legal
Finance	Office of Emergency Management	Information Technology
Medical Direction	Fleet Maintenance	Public Information Officer
Vendors	Fire Investigations	Labor Organizations
Grant Writing	BG&E	Verizon
EPA	Mutual/Automatic Aid	Permitting
ATF	Educational institutions	FEMA
OSHA	Urban Search and Rescue	National Fire Academy
MEMA	Hospitals	IAED
State Fire Marshal	Law Enforcement	National Guard
Red Cross	Baltimore City Public Schools	Media
Railroads	414 - Canteen	Building Inspection
Animal Control	NIST	Coast Guard
CERT	MIEMSS	Citizen Interview Panel
Private Partners	Social Service Agencies	CPR Program Recipients
APCO	Employee Assistance Program	Mercy Hospital PSI
CISM	Honor Guard	Non-profit Organizations
Incident Management Team	Department of Health and Mental Hygiene	Maryland Department of Environment
Intra-agency coordination		





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.



Internal Stakeholders Work Session

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.





2016-2021 Strategic Plan

Through a consensus process, the internal stakeholders identified the agency's strengths as follows:

Strengths of the Baltimore City Fire Department	
Equipment – PPE	Members
Community perception / public support	Unconditional trust
Data – driven decision making	Technology CAD, Medical Duty Officer
Tradition / history	Union support/participation and relationship
IT Department	Command staff
Drivecam	Mutual aid
Radio system	Apparatus
Safety /conscious/ learn from mistakes	Leadership
Initiative	Pilot programs
CISM	Company pride
Dedication	NIMS / ICS
Health care / benefits	Integrity
Change and progression	Charitable contributions within members
Loyalty	Self-discipline
Teamwork	Diversity
Logistics	Fire suppression / aggressive interior attack
Well trained staff	Education / training / promotional requirements
Promotional opportunities	Tuition reimbursement
Good relationships between divisions	Resourceful members
Schedule	Adequate minimum staffing on apparatus
Smoke alarm program	Number of companies in the community
ISO rating	Quality assurance
Turnout times	Reimbursable funds (EMS/Prevention)





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of the Baltimore City Fire Department	
Communications within divisions	Separation / Silos
Compliance with policies and procedures	Complacency
Infrastructure	Aging apparatus
No health wellness and fitness	No officer development
Call volume – lack of resources	Logistics
No pride in uniform / appearance	Reactive vs Proactive
Air monitoring (pending)	In-service training
Proactive community engagement	Discipline grid (pending)
Pay – under paid!	Micro management from BCFD and union
Engagement in department	IT upgrades
Lack of support for EMS	No diesel exhaust system
No succession planning!	Work ethics
Elimination of company pride	Loyalty to members
Lack of top down decision making ability	Poor documentation / QA / accountability
Diversity	Application process (inconsistent and long)
CAD issues	Reduction of suppression force
Management of critical alert units	Drivecam (culture and implementation)
Lack of physicals standards/annual evaluations	Resistance to lower activity incidents and/or non-fire suppression
Telestaff/schedule	Promotional system/rank structure
Preventative mental health	Lack of innovative technology
Low morale – leadership	Lack of internal communications
Station accommodations (furnishings)	Transparency
Female accommodations	Accountability
Lack of cultural change – not embracing change	
PSI–long wait, not value based, poor quality care, not equitable / accountable to member health	





2016-2021 Strategic Plan

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for the Baltimore City Fire Department	
Political – opportunities under the new mayor	Private partnerships – Fitness, Under Armour
Community organizations - local	Mutual aid – outside jurisdictions
Educational systems – after school programs, UMBC, BCCC	Rehab centers / urgent care (transport/future)
Collaboration with hospitals	Local tech communities
Social media – information sharing	Law department / private practice
Benefits – health, eye, MH, fitness	Human resources
MIEMSS	MFRI
National Fire Academy / FEMA	Outside vendors
Community feedback	External sensitivity training
Churches	Community paramedicine
EAP	Grants (application for, grant writer)
Nutritional program / health and wellness (city-wide)	Partnership with public schools / mentor programs
New roles fire/EMS-patient navigators, referrals to social services	Partnerships with outside agencies – OEM, BCHD, BPD, etc.
CRISP – access to patient electronic medical records	PSA/media advocacy to educate community about services
Triage incoming 911 calls “non-emergency”	Scholarship opportunities (Waldorf and UB)
Increased educational opportunities	





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Threats to the Baltimore City Fire Department	
Layoffs / downsizing	Budget / decreased population
Community –failure to meet community needs	Privatization
Leadership change	Confidentiality - public media
Cultural disconnect (FD to community)	Call volume
Stagnant	Agency silos
Hospital wait times (return to service times)	911 failures
School system (failed partnerships with FD)	Environment
Lack of community preparedness	Social media
MFRI changes certifications or (NREMT)	Community feedback
Lack of continuing education	Violence in community
Lack of public education	911 abuse / misused / hang ups
Relying on 3 rd party vendors	Apparatus acquisition and maintenance
Lack of preparedness (weather, terrorism, mass casualty)	Changes to Medicare/Medicaid reimbursement models
Quality and dedication of qualified new department candidates	Uniformed decision making by political leadership
Failure of other city agencies e.g., fire hydrant repair and housing inspections	Political changes under the new mayor and how they may negatively impact the department
Inappropriate Citi-stat indicators / process by BCFD	



Internal Stakeholders Work Session





2016-2021 Strategic Plan

Critical Issues and Service Gaps

Following the identification and review of the agency’s SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps.

Critical and Service Gap Issues Identified, by the Internal Workgroup	
Health and Wellness	Community Outreach
Workforce Planning	Workforce Development
Internal Communications	Policies and Procedures
Information Technology	Physical resources maintenance
Aging Apparatus	Contemporary member accommodations
Recruitment	Training
Cultural Diversity	EMS
Discipline	Public Education
Leadership	Organizational Structure
Support Services	911 emergency communications
Social Media	Proactive/Reactive



Internal Stakeholder Work Session





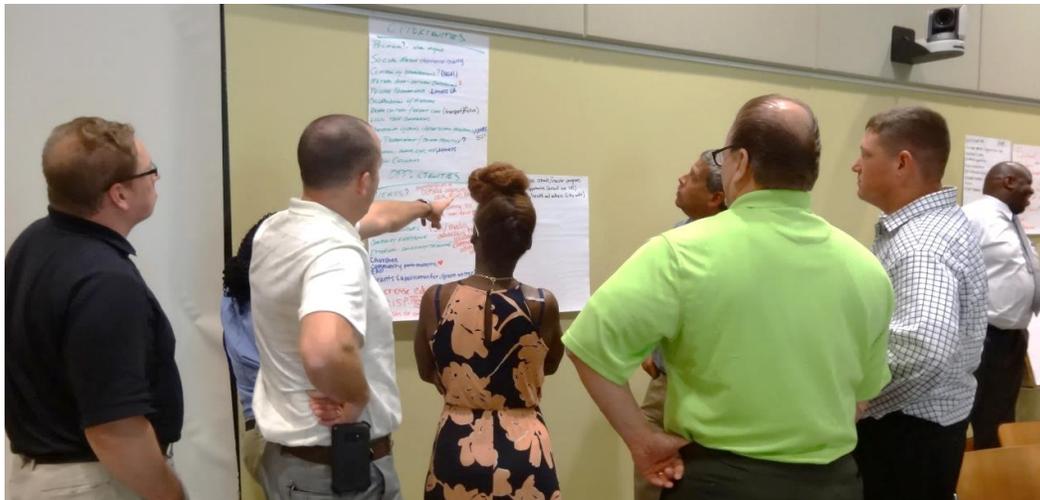
BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Strategic Initiatives

Having reviewed the agency's critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Strategic Initiatives		
Health and Wellness	Community Outreach	Workforce Planning
Workforce Development	Internal Communications	Policies and Procedures
Information Technology		



Internal Stakeholders Work Session

Goals and Objectives

In order to continuously achieve the mission of BCFD, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of BCFD's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with BCFD leadership.

"I just want to make sure that public service doesn't have to be an occupation, but it needs to be a way of life."

Wes Moore
 Author, Entrepreneur,
 and decorated US Army Officer





2016-2021 Strategic Plan

Goal 1	Develop a systemic plan that will tailor a Mobile Integrated Healthcare-Community Paramedicine (MIH-CP) program to fit the needs of Baltimore City, which will facilitate a better use of Baltimore City Fire Department EMS and suppression assets more effectively in order to foster improved care while reducing burden on the emergency response system.	
Objective 1A	Develop an ad hoc group with a local hospital in order to construct the framework for the Baltimore City Fire Department MIH-CP.	
Timeframe	6 months – 1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify a hospital interested in developing partnership • Form a committee of internal EMS members, external stakeholders from selected hospital, and other external stakeholders (i.e. Baltimore City Health Department) • Research various practical uses of MIH-CP programs throughout the US. • Determine if changes need to be made to state law in order to accomplish ad hoc groups recommendations. • Present to the management of the fire department. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Execute the parameters and strategic road map developed by the ad-hoc group for an MIH-CP program created specifically for the needs of the Baltimore City community.	
Timeframe	1 – 3 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a desired sequence of events in order facilitate the recommendations made by the ad-hoc group. • Put together IMT oversight group to begin administering that process. • Begin facilitating the recommendations as outlined by ad-hoc group. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Assess and reassess effectiveness of program.	
Timeframe	2 – 5 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate deficiencies to program and make needed adjustments. • Begin the process of replicating the program with other health care organizations. • Make needed changes, alterations, modifications and if needed termination of portions of the plan. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Goal 2	Develop and maintain a BCFD workforce that is physically and psychologically capable of providing services in a safe and effective manner.	
Objective 2A	Develop a comprehensive education and communication program to ensure BCFD are informed about the existing physical and mental health services available within the department.	
Timeframe	6 months to 1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify any and all key stakeholders. • Form a committee of stakeholders. • Research existing resources within the department (e.g., access to gyms, employee assistance program, critical incident stress team, Chaplain's Corp). • Determine baseline levels of utilization/success of existing resources. • Create a newsletter that is disseminated quarterly by the Health and Wellness Committee. • Develop posters to place on safety and health boards at each station and at gyms. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Determine the appropriate education and training for members of the BCFD around improving mental and physical health.	
Timeframe	6 months to 1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a subcommittee to research what has been successful in other fire departments nationally (e.g. NFPA standards for health/behavioral health). • Tailor standards to be appropriate to the unique needs of the BCFD. • Develop a training program on mental/physical health to be administered during each recertification. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Ensure departmental policies and procedures relevant to member health are designed to meet these national standards.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Partner with the Policies and Procedures Committee to determine what is currently in place. • Elicit feedback from current members to determine areas that may require improvement to support physical/mental health. • Identify key areas in need of change based on general consensus. • Provide solutions to those change areas identified and implement. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





2016-2021 Strategic Plan

Objective 2D	Conduct continuous and ongoing evaluation to ensure the mental and physical health of members is constantly improving.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine outcomes which will determine success (i.e. less time off, improved performance, death rate, PSI utilization). • Establish baseline assessments. • Determine method/timing of collecting and analyzing data. • Conduct the analysis. • Use findings to update resources, programs, and policies. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3 **Develop a comprehensive outreach program to ensure the community is appropriately educated about the resources available through the BCFD and current issues facing the department.**

Objective 3A	Educate the public on how and when to use 9-1-1 (vs. 3-11 or 2-11).	
Timeframe	On-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop appropriate media advocacy strategy for the department. • Create and distribute handouts, PSAs, radio, social media, TV, robo-calls, billboards, buses, bus stops. • Track call volume, number of critical alerts, etc., to determine success. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B	Maintaining a proactive and approachable presence in the community.	
Timeframe	1-2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Expand our core community outreach team. • Develop a committee for community engagement who are dispatched/detailed to events to educate the public and hand out informational pamphlets. • Make sure every firehouse has a working doorbell. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





2016-2021 Strategic Plan

Goal 4	Continuously improve workforce planning processes to ensure humanitarian and efficient delivery to all we serve.	
Objective 4A	Identify the current and future workforce needs to determine if service demands are being met and adjust based on analysis.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Gather and analyze current workforce data. • Meet with all divisions and identify future workforce needs. • Evaluate call volume per unit. • Determine where to adjust units to meet service demand. • Re-evaluate annually or within 60 days of a major department change. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Develop and implement a streamlined process to reduce vacancies to 20 percent or less at any given time.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify key stakeholders (FDHR, HR). • Identify timeline and gaps in current processes. • Meet with stakeholders to reduce gaps. • Evaluate current processes and find ways to streamline further. • Develop methods (use surveys) to predict vacancies to maintain 20 percent or less. • Re-evaluate annually and after every new hiring process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Establish and maintain a comprehensive recruiting campaign to attract a candidate pool that is a reflection of the city's diversity.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the city's diversity by meeting with local organizations. • Establish a recruitment committee that includes key stakeholders (HR, Vulcan Blazers, Emerald Society, fire academy, and physical ability test mentors). • Work with city youth organizations to build explorer programs. • Improve the cadet program to gain citywide interest. • Attend recruitment events for targeted groups (female athletes, city schools, Hispanic population). • Ensure the Recruitment Committee has accurate hiring information. • Re-evaluate annually and after every new hiring process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Objective 4D Improve the candidate selection process to ensure potential candidates can meet established criteria.

Timeframe 1 year **Assigned to:**

Critical Tasks

- Evaluate the established criteria.
- Establish mentorships for written and physical exams.
- Work with local organizations and develop partnerships to assist candidates to meet established criteria.
- Create interest in city youth to prevent barriers for hiring (licensing, backgrounds, etc.) for example: ride-alongs, explorer programs, middle and high school visits.
- Rotate between adopted schools.
- Re-evaluate annually and after every new hiring process.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 4E Identify, develop and implement a schedule that is ideal for both fire and EMS that is evident by feedback surveys.

Timeframe 3 years **Assigned to:**

Critical Tasks

- Evaluate both schedules for positives and negatives (done by committee where both schedules are represented).
- Research best practices that benefit all stakeholders.
- Obtain feedback/surveys to establish a majority.
- Evaluate the selected schedule for safety and consider updating related policies.
- Evaluate units to support call volume based on the selected schedule.
- Run pilot programs at a peak season of new units/schedule to determine efficiency.
- Implement a successful pilot program department wide.
- Re-evaluate annually and within 60 days after a major departmental change.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





2016-2021 Strategic Plan

Goal 5	Improve the workforce development of our department through an innovative program to increase the professionalism of our members.	
Objective 5A	Identify and analyze current professional developmental classes.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Contact the fire academy to determine what current classes are available for professional development. • Contact the EMS training center to determine what current classes are available for professional development. • Contact the Department of Human Resources (DHR) to determine what current classes are available for professional development. • Contact the Assistant Chief of Operations to determine what current classes are available for professional development. • Analyze the resources for applicability to the department. • Create a resource list of current classes that are available. • Publish the resource list or report using other communicative means. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Identify areas of improvement needed between current offerings and future needs for professional development.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a survey for battalion chiefs to identify any deficiencies and weaknesses in their respective battalions and bureaus. • Evaluate any identified trends of deficiencies based on empirical data. • Form a committee to evaluate all deficiencies and weakness and to formulate solutions. • Report the solutions with implementation objectives and tasks. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Re-evaluate and improve current development classes based on the committee findings and recommendations.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review the class policy. • Research current industry best practices. • Update antiquated materials and subject matter. • Disseminate the update information and opportunities to all department members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Objective 5D Develop and implement an entry-level professional development class.

Timeframe 1 year **Assigned to:**

Critical Tasks

- Form a committee made up of all disciplines with no member above the rank of Captain.
- Committee will identify topics for the program.
- Assemble curriculum and lesson plans for all identified topics.
- Submit all information to the Director of Training for review.
- Implement and monitor the program.
- Ensure all members who qualify for the new professional development training is scheduled for attendance.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5E Identify and develop external leadership programs.

Timeframe Ongoing **Assigned to:**

Critical Tasks

- Coordinate with the Department of Human Resources about offering classes at fire department locations.
- Contact agencies about professional development classes that can be offered at fire department locations. Agencies may include:
 - MFRI
 - NFA
 - FEMA
 - TEEEX
- Create official offerings of the classes.
- Ensure all qualified members are able to access the classes.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 5F Select appropriate resources to conduct annual reviews for continuous improvement.

Timeframe Ongoing **Assigned to:**

Critical Tasks

- Identify members of fire, EMS, DHR, and community associations to participate in an annual review.
- Develop measurable parameters.
- Solicit feedback and suggestions for continuous improvement.
- Make recommended revisions.
- Ensure communication of revisions.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:





2016-2021 Strategic Plan

Goal 6	Improve the internal dissemination of information to the department through a streamlined, efficient, and timely line of communication.	
Objective 6A	Identify and analyze the current communication procedures and systems.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify all forms of communication within the department. • Evaluate, update, and prioritize all forms of internal communication used. • Eliminate ineffective forms of internal communications. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Develop and create standard policy and procedure for lateral information sharing.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • All verbal orders must be followed by a written directive. • Standardize written directives such as Ops Memo, DO, GO, etc. • Submit proposed standardized procedures and policies to BCFD for review and approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Develop and implement standardized methods to disseminate information to the rank and file of all divisions.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Use the best form of communication identified in Objective 1. • Ensure supportive documents are attached. • Ensure compliance that information is received. • Ensure information is disseminated in a timely manner. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Continue to evaluate all policies and procedures relevant to internal communication	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Survey supervisors to evaluate effectiveness of communication procedures and policies. • Super to immediately report deficiencies through the chain of command. • Have division chiefs make recommendations for changes to the policy for review by BCFD. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Goal 7 Develop and maintain a contemporary policy and procedure program that will improve efficiency and continuity of the Baltimore City Fire Department.

Objective 7A Establish a committee to review written orders.

Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify and assign a chairperson. Establish a diverse group of knowledgeable and motivated members to assist with review. Establish a diverse group of knowledgeable and motivate members to act as subject matter experts (SME). Conduct a quarterly review of the committee members and the progress of their efforts. These groups shall be identified within a six-month period. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 7B Identify all written orders which are in conflict that are currently in use.

Timeframe	8 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Review all disseminated written orders within a ten-year period. Identify all written orders that are no longer applicable; discard such orders. Identify all Manual of Procedures (MOPs') related to relevant written orders identified in the review; update those identified MOPs'. These written orders and MOPs' shall be identified within an eight-month period. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 7C Determine which policies and procedures need to be updated.

Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Conduct a comprehensive review of all MPOs' and identify any that need revision. Assign specific SMEs' to work with MOP group to assist with the revision. Develop drafts of selected revision for comprehensive review and approval. This comprehensive review of the MOPs' shall be completed within 18 months' 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





2016-2021 Strategic Plan

Objective 7D	Develop a process for planning and review with all top management.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Present the revised drafts for review by top management team (TMT). • Allow 14 calendar days for review by TMT members. • Conduct a final review of recommended changes by TMT members for final approval. • Cross check current administrative manual and memorandum of understanding for any conflict or needed changes. • Imitate a review process with all labor groups on revisions related to labor management. • Once all reviews are completed publish a finalized MOP within 14 calendar days. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Develop and deliver training programs to ensure new and updated MOPs are integrated completely for organizational consistency.	
Timeframe	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current training systems, processes, and programs used for delivery of MOP training. • Review new MOPs content to determine training needs for policy integration. • Acquire any needed training systems, props, or other support features to conduct appropriate training. • Create and deliver training curriculum needed to integrate the new or updated policy. • Evaluate the effectiveness of the training and make adjustments to program delivery to close any identified gaps. • Report results and any recommend changes to the MOP(s) that may improve membership awareness or operational efficiency to the established committee for consideration and management of any approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7F	Establish a systematic approach for continuous review of all policies and procedures.	
Timeframe	On-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Initiate a succession plan where group members are developed to move up within the committee. • Establish a shelf life and format for all written orders. • Develop a process to continually review all MOPs' for relevance and continuity. • Once objectives 1 through 4 have been accomplished. A continuous review by the committee will coincide with the stablished shelf life of all written orders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Goal 8	Develop and maintain information technology systems that will improve efficiency and operations of the Baltimore City Fire Department.	
Objective 8A	Identify, review, and analyze current technology systems being used by the Baltimore City Fire Department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Establish an information and technology work group. • Meet with stake holders to discuss and identify current systems and needs. • Produce a documented inventory list of current systems, hardware, and software needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8B	Identify systems and products to establish more efficient technology systems and information dissemination with in the Baltimore City Fire Department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Information and technology group will use the needs assessment to conduct the research needed to identify system solutions for department improvement. • Based on the research determine the most appropriate and efficient technology systems to support department service delivery. • Develop and present a report of findings and recommendations to the administrative staff for consideration and approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8C	Install and implement the identified technology system(s).	
Timeframe		Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Design or configure the product to operate as needed. • Create and deliver a training program designed to beta test the new systems. • Conduct the pilot program for testing and evaluation of system performance. • Develop a timeframe and milestones for system(s) integration. • Implement new systems. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan



Objective 8D	Maintain and upgrade the technology systems as required.	
Timeframe	On-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Maintain and upgrade the system(s) as required. • The work group will periodically assess the needs of the system(s) for upgrades based on technology needs and improvements. • Analyze and evaluate the performance outcomes from system(s) integration annually to ensure they are meeting the goals and objectives of the department. • Report findings and recommendations to the department's administration to sustain outcomes that meet department goals and objectives. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8E	Create and deliver the appropriate training programs for members.	
Timeframe	6 months then ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Conduct a technology systems skills set and needs assessment of system users. • Develop a targeted curriculum plan based on the assessment. • Create an in-service delivery schedule and run the developed training program. • Evaluate the effectiveness of the establish training program. • Make necessary changes to the training curriculum to close the identified gaps. • Deliver the adjusted curriculum to the target groups. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Vision

On the final day of the process, the CPSE presented the agency with a vision of where the organization will be in the future, if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Baltimore City Fire Department's 2021 Vision

is to be widely known for commitment to those we serve while striving for excellence in the provision of BCFD services.

Because we care about our community, our outreach initiatives will build a bridge allowing us to prove our professionalism and integrity. We will honor this further through various means, including direct interaction, as we demonstrate we are an extension of them and that we care.

Commitment to our greatest assets, our members, will be shown by putting their health and wellness at the forefront of what we do. Through comprehensive planning and development, our workforce will be more diverse and will lead our industry in service delivery to the residents and guests of our great city.

For this futurity to become reality, we will enhance the ways we communicate internally so that respect and common vision are maintained. Our accountability to our customers and ourselves will be bolstered by policies and procedures that are comprehensive and represent best practices. These initiatives and our overall operation will be greater supported by the use of modern technology that supports our mission.

Dedication to tradition and progressive change will be our foundation as we deliver our mission, live our values, accomplish our goals, and bring our vision to fruition.





2016-2021 Strategic Plan

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."³ Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

"Greatness is a lot of small things done well. Day after day, workout after workout, obedience after obedience, day after day."

Ray Lewis
Former Baltimore Ravens Linebacker

. . . successful strategic planning requires continuing review of actual accomplishments in comparison with the plan . . . periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

In order to establish that the agency's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins Good to Great and the Social Sectors. Boulder, 2009

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The agency has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“Leadership isn’t about simply being in charge and treating your people like soldiers and barking orders. Leadership is sharing your knowledge and your direction so that others grow and reach their potential.”

Cal Ripkin, Jr.
“Iron Man” Shortstop
Baltimore Orioles

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*





2016-2021 Strategic Plan

Glossary of Terms, Acronyms, and Initialisms

APCO	Association of Public-Safety Communications Officials
ATF	Alcohol Tobacco and Firearms
Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CERT	Community Emergency Response Teams
CFAI	Commission on Fire Accreditation International
CISM	Critical Incident Stress Management
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
CRISP	Chesapeake Regional Information System for our Patients
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
IAED	International Academies of Emergency Dispatch
ICS	Incident Command System
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
MEMA	Maryland Emergency Management Agency
MFRI	Maryland Fire and Rescue Institute
MIEMSS	Maryland Institute for Emergency Medical Services Systems





BALTIMORE CITY FIRE DEPARTMENT

2016-2021 Strategic Plan

Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NIMS	National Incident Management System
NIST	National Institute of Standards and Technology
OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PPE	Personal Protection Equipment
PSA	Public Service Announcement
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
QA	Quality Assurance
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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