# STRATEGIC PLAN:

# 2025-2029

## Prince George's County Fire/EMS Department

# EXECUTIVE SUMMARY

The Prince George's County Fire/EMS Department (PGFD) Strategic Plan establishes Department-wide priorities for organizational decision making, resource allocation, continuous improvement, and performance measurement. The updated plan builds upon the structure of the Department's prior strategic plan while replacing its former objectives with six current strategic goals.

The plan emphasizes operational excellence; workforce development; organizational culture; technology, analytics, and communication; sustainability of the volunteer system; and community and stakeholder relationships. Each strategy is organized around an intended strategic outcome, supporting initiatives, measurable indicators or targets where established, and a responsible office or command to support accountability.

# PURPOSE OF STRATEGIC PLANNING

Strategic planning provides PGFD with an intentional process for identifying priorities, evaluating performance gaps, aligning resources, and establishing measurable actions. This plan is intended to function as an active management document. Progress will be monitored through performance measures, management review, strategic plan dashboards, and an annual review process.

# METHODOLOGY

The updated plan maintains the general logic of the previous PGFD Strategic Plan: broad organizational priorities are connected to desired outcomes and supporting actions. For this edition, the framework is expressed as Goal - Strategy - Strategic Outcome - Supporting Goals/Initiatives - Performance Measures/Targets - Responsible Office/Command.

Where PGFD has already identified a numerical target, that target is retained. Where the source material identifies an activity but not an adopted numerical target, the plan uses an activity or trend measure rather than creating a new Department target.

# GOVERNANCE

The Fire Chief and Command Staff provide executive oversight of the Strategic Plan. Commands, offices, and program managers will be assigned responsibility for implementation of individual initiatives. Strategic Plan progress will be reviewed through quarterly status dashboards and an annual strategic plan review.

# FIRE DEPARTMENT HISTORY AND OVERVIEW

PGFD is a combination career and volunteer fire and emergency medical services organization providing fire suppression, emergency medical services, rescue, hazardous materials response, technical rescue, community risk reduction, and all-hazards services. The Strategic Plan is intended to strengthen both service delivery and the administrative systems that support the Department.

# AGENCY MISSION, VISION, VALUES

The Department's mission, vision, and values remain foundational to this Strategic Plan. The six strategic goals translate those organizational principles into current priorities, supporting actions, and measurable indicators.

### Our Mission

The mission of the Prince George's County Fire/EMS Department is to serve our communities with excellence by providing the highest quality of risk reduction, fire suppression, rescue, emergency medical, and all-hazards response services to enhance the quality of life in Prince George's County.

### Our Vision

The Prince George's County Fire/EMS Department strives to be recognized as a progressive, innovative, and dynamic public safety leader committed to exemplary customer service and excellence in all our services.

### Our Values

The Prince George's County Fire/EMS Department takes extreme PRIDE in our core values and is reflective in our service to our communities through:

**Professionalism**- We believe in the pursuit of excellence and in providing high-quality professional service with empathy, dignity, and compassion.

**Respect**- We strive to understand and embrace our differences, value the contributions of all, and treat everyone with courtesy and respect.

**Integrity**- We uphold the public's trust and hold each other accountable for our actions.

**Diversity**- We embrace diversity and promote an equitable and inclusive culture that provides opportunities for all.

**Ethics**- Our actions in our professional and personal lives will reflect the values and ideals of our County and the communities we serve in a manner that maintains integrity, honor, and trustworthiness.

# AGENCY STATUS ANALYSIS

Current priorities reflected in this plan include facility and fleet readiness, staffing and workload, professional development and succession planning, employee engagement and wellness, technology integration and data quality, volunteer sustainability, community risk reduction, and stakeholder engagement.

# STRATEGIC OBJECTIVES AND OUTCOMES

A Strategic Outcome describes the desired result or end-state of a strategy. Supporting Goals/Initiatives identify the work necessary to move toward that outcome. Performance Measures/Targets identify how PGFD will monitor progress. This structure preserves the outcome-focused approach of the prior Strategic Plan while making responsibility and progress easier to track.

# Goal 1: Provide high quality service to our community.

## Strategy 1.1: Improve data accessibility and quality

### Strategic Outcome

PGFD maintains reliable, consistently defined, and accessible data that can support operational, administrative, accreditation, and strategic decision making.

**Supporting Goals / Initiatives**

- Develop Department-wide data governance standards
- Conduct annual data quality audits
- Standardized reporting definitions and metrics

**Performance Measures / Targets**

- Establish department-wide data governance standards
- Complete annual data quality audit
- Establish and maintain standardized reporting definitions and metrics

**Responsible Office / Command**

Support Services Command / Technology & Information Services

## Strategy 1.2: Ensure that service delivery meets the needs of our community

### Strategic Outcome

PGFD uses data to evaluate operations, allocate resources, and support service delivery models

**Supporting Goals / Initiatives**

- Assess effectiveness and location of emergency resources
- Quarterly performance reviews
- Optimize system performance
- Evaluate administrative workload and identify critical support positions annually

**Performance Measures / Targets**

- Modify dispatches as needed to provide high-quality service with appropriate resources
- Complete quarterly performance reviews
- Ensure resource allocation decisions are supported by data
- Assess the vacancy rates by Command
- Monitor time-to-fill positions
- Annual workload and staffing deployment analysis
- Decrease employee vacancies annually

**Responsible Office / Command**

Office of the Fire Chief / Emergency Services Command

## Strategy 1.3: Integrate Department information systems across commands

**Strategic Outcome**

PGFD reduces fragmented information systems and unnecessary duplicate data entry while improving the flow of reliable information across commands.

**Supporting Goals / Initiatives**

- Complete an inventory of existing information systems
- Reduce duplicate data entry across platforms
- Explore automated data-sharing solutions

**Performance Measures / Targets**

- Develop a Technology Committee, which includes members from all commands
- Complete an information systems inventory
- Identify and reduce duplicate data-entry processes
- Evaluate, implement, and track automated data-sharing opportunities

**Responsible Office / Command**

Emergency Services Command / Support Services Command / Homeland Security & Member Services Command / Technology & Information Services Office / Human Resources

## Strategy 1.4: Modernize Department communication platforms

**Strategic Outcome**

PGFD provides effective internal and external communication using modern, consistent platforms, and protocols.

**Supporting Goals / Initiatives**

- Evaluate current communication tools
- Expand mobile access to Department information
- Develop communication standards and protocols

**Performance Measures / Targets**

- Communication tools evaluated by survey- revise communication plan based on results
- Expand mobile access capabilities expanded and track utilization
- Establish department communication standards and protocols

**Responsible Office / Command**

Office of the Fire Chief / Technology & Information Services / Office of Community Engagement

## Strategy 1.5: Support continuous improvement through technology

### Strategic Outcome

PGFD evaluates and implements technology based on operational value, stakeholder needs, service-delivery improvement, and return on investment.

### Supporting Goals / Initiatives

- Evaluate emerging technologies annually
- Identify owners, managers, and stakeholder involvement for each program
- Pilot technology solutions that improve service delivery
- Track return on investment for major technology initiatives

### Performance Measures / Targets

- Complete annual emerging-technology review
- Identify program owners/managers/stakeholders
- Track technology pilots and outcomes
- Track return on investment for major technology initiatives

### Responsible Office / Command

Information Technology / Operational Performance and Research / affected program owners; final ownership to be assigned.

# Goal 2: Ensure a reliable, resilient, and sustainable infrastructure that meets the evolving needs of the community.

## Strategy 2.1: Develop long-range plans for infrastructure

### Strategic Outcome

PGFD will have facilities, apparatus, and equipment that support today's service delivery needs and position the Department for future growth and changing community risk.

### Supporting Goals / Initiatives

- Assess the lifecycle costs and conditions of apparatus and facilities
- Identify deferred maintenance replacement needs, and emerging risks
- Improve infrastructure reliability and operational readiness
- Prioritize investments based on community impact and operational needs
- Reevaluate the 10-year Apparatus Replacement Plan
- Reevaluate the 10-year Capital Improvement Plan for facilities

### Performance Measures / Targets

- Establish measures for apparatus use and availability, for both front-line units and reserve units.
- Calculate total cost of ownership
- Annually review infrastructure needs
- Evaluate capacity and geographic distribution against population growth, call volume, response times, and future development

### Responsible Office / Command

Emergency Service Command/ Homeland Security & Members Services Command/ Support Services Command / Facilities Management / Apparatus Maintenance/ Fiscal Affairs

## Strategy 2.2: Use consensus standards and industry best practices to ensure operational excellence

### Strategic Outcome

PGFD routinely evaluates service delivery against recognized standards, best practices, and uses lessons learned, professional participation, and clinical innovation to improve operations.

### Supporting Goals / Initiatives

- Conduct annual reviews of applicable NFPA standards that have been updated or changed
- Participate in regional and national fire service organizations
- Encourage members to apply for nationally recognized certifications and designations
- Conduct after-action reviews following all significant incidents
- Research and implement high-quality EMS care, including whole blood and patient-centered processes through Community Paramedicine, Mobile Integrated Healthcare, Alternative Destinations, Telemedicine, Nurse Hotline, and similar programs

**Performance Measures / Targets**

- Complete an annual review of applicable NFPA standards
- Review of significant incidents
- Track participation in recognized professional organizations and nationally recognized certifications/designations
- Track implementation status and outcomes of approved advanced EMS initiatives

**Responsible Office / Command**

Emergency Services Command / Support Services Command

# Goal 3: Build and sustain a qualified, diverse, engaged, and resilient career and volunteer workforce that meets Fire/EMS service demands.

## Strategy 3.1: Focus on recruitment to grow and sustain the Fire/EMS Department

**Strategic Outcome**

PGFD maintains a sustainable pipeline of trained new hires and volunteers through recruitment, onboarding, and retention efforts.

**Supporting Goals / Initiatives**

- Establish partnerships with schools and community organizations
- Track recruitment and retention metrics
- Strengthen career and volunteer recruitment
- Improve employee and volunteer retention
- Align workforce capacity with community needs
- Maintain onboarding and orientation programs for new employees and volunteers

**Performance Measures / Targets**

- Track applications/recruitment
- Track retention rates
- Track new-employee and volunteer onboarding and orientation participation
- Review classifications or assignments experiencing recruitment or retention difficulties
- Review retirement & resignation trends
- Monitor internal salary relationships

**Responsible Office / Command**

Office of the Fire Chief / Homeland Security & Member Services

## Strategy 3.2: Review promotional requirements for company officers and chief officers

**Strategic Outcome**

All officers are prepared for leadership responsibilities through clear qualification requirements and competency-based officer development.

**Supporting Goals / Initiatives**

- Evaluate existing officer qualification requirements
- Maintain competency-based officer development curricula

**Performance Measures / Targets**

- Review officer qualification requirements
- Create a Volunteer Officer Development School for each officer rank
- Maintain competency-based curricula

**Responsible Office / Command**

Emergency Services Command/ Support Services Command/ Human Resources / Training and Leadership Academy / Volunteer Services Office

## Strategy 3.3: Review volunteer company impact and service delivery contributions, and align with priorities of the Department

**Strategic Outcome**

PGFD understands and evaluates the operational contribution of volunteer Fire and EMS companies and uses that information to align volunteer capabilities with Department service delivery priorities.

**Supporting Goals / Initiatives**

- Establish a process to review volunteer company service delivery contributions
- Review findings with volunteer leadership
- Use data to identify opportunities to better align capabilities

**Performance Measures / Targets**

- >75% “in-service” availability for all Volunteer Companies

**Responsible Office / Command**

Volunteer Services / Emergency Services Command

# Goal 4: Develop a highly trained, engaged, and empowered workforce that fosters ownership, accountability, and leadership at all levels.

## Strategy 4.1: Support professional development at all levels

**Strategic Outcome**

PGFD personnel have access to structured professional development, leadership education, credentialing, and continuing education opportunities that support individual growth and organizational readiness.

**Supporting Goals / Initiatives**

- Expand leadership training opportunities
- Increase participation in state and national professional development programs
- Encourage participation in CPSE Professional Credentialing/designations.
- Track certifications and continuing education electronically.
- Conduct annual training needs assessments.

**Performance Measures / Targets**

- Track average training hours per employee annually
- Establish annual training-hour benchmark
- Participate in state and national professional development programs
- Track CPSE professional credentialing/designations
- Complete annual training needs assessment

**Responsible Office / Command**

Emergency Services Command / Support Services Command/ Training and Leadership Academy

## Strategy 4.2: Formalize mentorship and succession planning programs

**Strategic Outcome**

PGFD develops future leaders through consistent mentorship, clearly defined leadership competencies, and succession pathways for critical organizational positions.

**Supporting Goals / Initiatives**

- Reengage a mentoring program
- Identify critical leadership positions and succession pathways
- Develop leadership competency models
- Conduct annual succession planning reviews

**Performance Measures / Targets**

- Support mentoring program implementation and monitor participation
- Identify critical leadership position succession pathways

- Develop leadership competency models
- Complete annual succession planning review

**Responsible Office / Command**

Office of the Fire Chief / Emergency Services Command/ Support Services/ Homeland Security and Member Services

# Goal 5: Strengthen relationships with stakeholders to enhance trust, preparedness, safety, and resilience.

## Strategy 5.1: Enhance public education

### Strategic Outcome

PGFD uses community risk information to deliver targeted education campaigns that improves preparedness and reaches populations with elevated or underserved risk.

### Supporting Goals / Initiatives

- Develop an annual Community Risk Reduction education plan
- Expand smoke alarm, CPR, and fire prevention programs
- Increase outreach to vulnerable and underserved populations
- Track participation and outcomes of education initiatives

### Performance Measures / Targets

- Complete annual Community Risk Reduction education plan
- Track participation in smoke alarm, CPR, and fire-prevention programs
- Track outreach to vulnerable and underserved populations
- Track outcomes of education initiatives

### Responsible Office / Command

Community Relations / Public Information

## Strategy 5.2: Connect with the community to educate, inform, and grow relationships

### Strategic Outcome

PGFD maintains continuous two-way engagement with community stakeholders and communicates Department performance, priorities, and accomplishments in accessible ways.

### Supporting Goals / Initiatives

- Maintain continuous community engagement and establish mechanisms for stakeholder feedback
- Increase participation in community events
- Maintain stakeholder engagement for community groups
- Publish annual reports highlighting Department performance and accomplishments
- Use social media and digital platforms to improve community engagement

### Performance Measures / Targets

- Track community event/town hall participation
- Track stakeholder feedback mechanisms maintained and responses/themes
- Publish annual report
- Track digital and social media engagement

**Responsible Office / Command**

Public Information / Community Risk Reduction; final ownership to be assigned.

## Goal 6: Foster a culture where all members are valued, recognized, and supported.

## Strategy 6.1: Review and enhance the employee recognition program

**Strategic Outcome**

PGFD consistently recognizes meaningful contributions from operational and support personnel and reinforces a culture of appreciation and organizational pride.

**Supporting Goals / Initiatives**

- Evaluate current recognition programs through employee surveys
- Develop peer-to-peer recognition awards
- Develop formal criteria for employee recognition awards, including operational and support personnel
- Implement quarterly and annual recognition opportunities
- Publicize employee achievements, both internally and externally

**Performance Measures / Targets**

- Track employee feedback on recognition programs
- Review normal award criteria
- Complete quarterly and annual recognition opportunities
- Publicize employee achievements, both internally and externally.

**Responsible Office / Command**

Office of the Fire Chief / Homeland Security & Member Services / Community/ Engagement/ Public Information

## Strategy 6.2: Advocate new and innovative programs or policies to remain competitive for employee retention

**Strategic Outcome**

PGFD maintains competitive employment practices that support retention, workforce sustainability, and employee satisfaction.

**Supporting Goals / Initiatives**

- Evaluate employee retention and job satisfaction
- Benchmark benefits and incentives against neighboring jurisdictions
- Evaluate flexible scheduling opportunities where appropriate
- Continue reduction of mandatory overtime hours

**Performance Measures / Targets**

- Monitor employee retention rate
- Review employee's job satisfaction survey results
- Complete benefits and incentives benchmarking
- Monitor mandatory overtime hours and trends
- Evaluate flexible scheduling opportunities, where applicable

**Responsible Office / Command**

Office of the Fire Chief / Human Resources / Fiscal Affairs

## Strategy 6.3: Apply a consultative leadership style to seek employee input, open dialogue, and collaborative problem solving

**Strategic Outcome**

PGFD maintains reliable mechanisms for two-way communication so employees can contribute to organizational decisions, and leadership can demonstrate how feedback is considered.

**Supporting Goals / Initiatives**

- Organizational assessments
- Continuously evaluate employee advisory committees

**Performance Measures / Targets**

- Develop a process for conducting employee surveys
- Receive feedback from in-person meetings on a regular basis
- Review input from employee advisory committees

**Responsible Office / Command**

Office of the Fire Chief / Emergency Services Command / Support Services Command

## Strategy 6.4: Continue to advocate for physical and mental health programs

**Strategic Outcome**

PGFD supports the physical and behavioral health of career and volunteer members through accessible wellness resources, prevention programs, and resilience initiatives.

**Supporting Goals / Initiatives**

- Expand behavioral health and peer support resources
- Increase participation in wellness and fitness programs
- Conduct annual wellness program evaluations
- Monitor utilization of employee support resources
- Increase annual physical examination participation for operational volunteers
- Develop resilience and stress-management training

**Performance Measures / Targets**

- Reduce workplace injuries by 10% over three years
- Track participation in wellness and fitness initiatives
- Track utilization of employee support resources
- Track annual physical examinations participation for operational volunteers

**Responsible Office / Command**

Homeland Security & Member Services Command / Health and Wellness / Volunteer Services / Support Services Command

# STRATEGIC PLAN IMPLEMENTATION AND REVIEW

PGFD will continue to manage the Strategic Plan as a living organizational document. Each strategic initiative will be assigned an owner. Executive-level dashboards and/or communication meetings will be used to track and review status; quarterly reviews will identify progress and barriers, and an annual strategic plan review will evaluate performance and determine whether priorities, initiatives, measures, or targets require adjustment.