

**Ocean City Wright  
Fire Control District (OCWFCD)**

**STRATEGIC PLAN  
SUPPORT PROJECT**

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## Developing the Mission

The mission statement describes why the organization exists – its purpose. In developing a mission statement, one should apply the following rules of thumb:

- Describe *why*, *who*, *what* and *where*.
- Be brief but comprehensive. One paragraph should be sufficient.
- Choose wording that is simple, easy to understand, and descriptive.
- Avoid *how* statements. How the mission will be accomplished is described by the tactics listed in the annual plan of work.

## MISSION STATEMENT

The mission of the Ocean City – Wright Fire Control District is to maintain commitment and capability to protect, serve and improve the health and safety of the people in our district against perils caused by fire, accidents, medical emergencies and man made or natural disasters.

## Developing the Vision

A vision for an organization paints a written picture of what it would like to be. It should serve as a beacon in the distance toward which the organization is always moving.

A well-written vision statement has all the following characteristics:

- Easily understood by all stakeholders
- Briefly stated, yet clear and comprehensive in meaning
- Challenging, yet attainable
- Lofty, yet tangible
- Capable of stirring excitement for all stakeholders
- Not concerned with numbers
- Sets the tone for the organization

## VISION STATEMENT

The department is committed to making a close-knit family, promoting excellence of its personnel with the result being best delivery of service.

## Developing the Guiding Principles

Guiding principles establish the framework within which an organization will pursue its vision. Each guiding principle encompasses an important value. Together, all of the guiding principles represent the organization's value system.

### **GUIDING PRINCIPLES**

We are dedicated to proving ourselves worthy of the high level of trust and admiration that the public traditionally reserves for the Fire Service by embracing the following guiding principles:

#### *Pride*

We take pride in ourselves, each other, the department, the community, the service, our traditions, and our vision. We will:

- Be efficient and effective
- Be professional
- Be competent
- Focus on quality
- Realize our potential

#### *Integrity*

We are true to our values at all times. We will:

- Take ownership and make things happen
- Be consistent
- Be honest
- Live up to the values of the organization

#### *Progressiveness*

We are willing to change, take educated risks, and move forward. We will:

- Seek knowledge
- Be flexible
- Be creative
- Respect new ideas and thinking, while honoring our history
- Take initiative
- Participate and be part of positive change

## *Trust*

We are trustworthy and supportive of the community and the organization. We will:

- Be accountable personally, professionally, and socially
- Be responsive to the community and to each other
- Show commitment. Participate and engage in the process
- Own the idea and the plan
- Follow through and do it on time

## *Teamwork*

We strive for unity. We will:

- Collaborate, support, and commit to each other
- Be inclusive of other
- Be informed, synergistic problem solvers
- Be compassionate and empathetic

## *Service*

Our department exists to serve and protect the public. We will:

- Achieve the shortest feasible fire and medical emergency response times, always faster than the national or state average for similarly sized fire districts.
- Use the best practices and equipment available to effectively fight fires and render top quality medical attention.
- Promote effective fire prevention attitudes among the public served by OCWFCD to minimize fire events to a level below national or state averages.

# S.W.O.T Analysis

## Strengths:

- Commitment to maintain our status of providing the best service possible through our ability to work as a team and dedication to customer service
- Highly motivated firefighters
- Public support for firefighters
- Strong *ad valorem* tax base in the District

## Weaknesses:

- In-fighting
- Lack of discipline in maintaining integrity of internal department business matters.
- Lack of commitment of some department members to departmental progress.
- Lack of conformity to policy and procedures.
- Lack of clear understanding of requirements and opportunities for career advancement.
- Lack of commitment of some department members to the rigorous training required for Advanced Life Support qualification.
- A select group trying to influence others to fight the system and improvements.

## Opportunities:

- Education, ability to participate.
- Ability for all employees to participate in the development of the department through committee work.
- Public sympathy for emergency service providers and the possibility for improvements based on that sympathy.

## Threats:

- Changes to laws and mandates.
- County or regional fire department consolidation.
- Escalating costs of new personnel, equipment and capital improvements.
- Opposition in the community to tax increases.
- Possible defeat of the referendum on a Fire Control District millage increase.

## Developing Broad Strategic Goals

Broad strategic goals translate the mission into measurable terms. They represent actual targets the organization will aim at and will expend energy and resources trying to achieve. Broad goals are more specific than the mission, but they are still broad. They still fall into the realm of *what* rather than *how*. The *how* aspects of planning come in the next step: developing specific tactics, projects, and activities for accounting broad goals. This is operational planning. Well-written broad goals have the following characteristics:

- Stated broadly enough that they do not have to be continually rewritten
- Stated specifically enough that they are measurable, but not in terms of numbers
- Each one focused on a single issue or desired outcome
- Tied directly to the vision, guiding principles, and mission
- Clearly shows what the organization or community wants to accomplish

### **BROAD STRATEGIC GOALS**

- Provide fire station locations that make possible the shortest feasible response times for fires and medical emergencies.
- Provide advanced medical treatment necessary to sustain life until patients can receive the full spectrum of professional medical care in a hospital or other appropriate medical facility.
- Establish a capital equipment program to assure the equipment, apparatus and station facilities used by the department for training and for serving the public are the best feasible.
- Increase the level of service delivered to the public in the areas of fire prevention education and fire safety inspections.

# Developing Tactics

## (Operational Planning)

Specific tactics are well-defined, finite projects and activities undertaken for the purpose of achieving the broad strategic goals. Tactics have the following characteristics:

- Specific in nature
- Measurable
- Can be quantified
- Can be accomplished within a specified time frame
- Can be assigned to a specific individual group
- Are tied directly to a broad strategic goal

### **Operational Planning Tactics:**

- Support passage of the millage cap increase referendum in 2006 in order to fund capital improvements, equipment acquisitions and training programs needed to improve response times and add Advanced Life Support Systems.
- Implement an Advanced Life Support System program consisting of advanced training and equipment acquisition in order to improve the level of medical emergency assistance to the public.
- Establish a new fire station with new personnel and equipment in a location that will improve response time to under-served portions of the Fire Control District.
- Increase number of personnel providing fire inspections and conducting public education programs in order to increase the level of support programs to the public.
- Remodel existing fire stations and create a training center to support personnel additions and a new Advanced Life Support capability, and to meet state standards.
- Implement a ten-year fire apparatus replacement cycle in order to assure the most current firefighting and medical emergency assistance to the public.