

*MCAS Miramar Fire Department*



*Strategic Plan 2017-2022*

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## EXECUTIVE SUMMARY

The Marine Corps Air Station (MCAS) Miramar Fire Department provides fire suppression, emergency medical services, rescue, hazardous materials mitigation, fire prevention and investigation, public education, and disaster preparedness planning and response to the nearly 40 square mile Marine Corps Air Station Miramar in San Diego, California.

The department is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. Further, in an effort to work toward self-improvement, the department was accredited in 2012 and will be pursuing reaccreditation through the Commission on Fire Accreditation International (CFAI). The following strategic plan was written in accordance with the guidelines set forth in the *CFAI Fire & Emergency Service Self- Assessment Manual 9<sup>th</sup>* edition, and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The department has utilized the members of the department to examine its values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the “team.” Furthermore, it provided the membership with an opportunity to participate in the development of their organization’s long-term direction and focus.

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

## **COMMUNITY PROFILE**

### **POPULATION**

The estimated total daily population of MCAS Miramar, Monday through Friday, is 21,550. On weekends and holidays the estimated daily population is 9,800. Employed to support the mission of the 3D Marine Aircraft Wing (MAW) are 12,500 military and civilian personnel.

An estimated three hundred (300) contractors and vendors work daily at MCAS Miramar. They are hired by private companies to support aviation-training facilities, maintain aircraft, and provide technical services and to deliver supplies to the Installation.

An estimated 6,000 active and retired military personnel, and their dependents, which do not work or reside at MCAS Miramar visit the installation daily. They use the recreational facilities, commissary stores, Marine exchange stores, family support services, medical services and lodging on a daily basis.

### **LAND AND REAL ESTATE CHARACTERISTICS**

MCAS Miramar is located in San Diego, California. The installation covers 23,015 acres, thirteen miles north of downtown San Diego and four miles east of the Pacific Ocean.

The installation is twelve miles long from east to west and four miles wide from north to south. State Highway 52 borders MCAS Miramar to the south. Miramar Road borders the main installation on the north. The San Diego Community of Scripps Ranch and a new housing division in Beeler Canyon border East Miramar on the north side.

Interstate 805 (I-805) marks the western edge of the station. The Sycamore Canyon Preserve, (County) is along the eastern boundary of the installation. Interstate 15 (I-15) divides the installation into two districts. District 61 is to the west of I-15 and District 62 is to the east of I-15.

The main installation or station property west of I-15 includes the airfield, aircraft hangers, military barracks and station housing. The majority of MCAS Miramar's population and installation activity occur west of the I-15 corridor.

East Miramar and Camp Elliot station property east of I-15 is generally undeveloped land and covered with vegetation. The district is commonly referred to as "East Miramar" and includes Camp Elliot.

## **BASE FACILITIES**

The main installation of MCAS Miramar has a building density of 177 buildings per square mile. It is a district of 2.75 square miles with 487 buildings. East Miramar has a building density of 0.25 buildings per square mile. The majority of the buildings are located at Camp Elliot. Camp Elliot has a building density of 22.75 buildings per square mile. Camp Elliot is an area of 4 square miles with 91 buildings.

## **HISTORY**

MCAS Miramar is home to the 3D MAW which is the aviation element of the 1st Marine Expeditionary Force. Located about 10 miles north of downtown San Diego, California, the base has military history dating back to 1917 when it was opened as United States Army Camp Kearny. It evolved over the next few decades to meet various military needs, but came into its own during the Vietnam War when the Navy needed a school to train pilots in dog-fighting and in fleet air defense.

Naval Air Station Miramar was the location of Pacific Fleet fighter and airborne early warning aircraft, and best known as the former location of the United States Navy Fighter Weapons School (NFWS), its TOP GUN training program and the motion picture TOP GUN.

In October 1997, the base officially became MCAS Miramar and the department began operations with one fire station, two engine companies and 32 personnel. The department expanded operations in May 2000 with a second fire station, a third engine company and 11 additional personnel. In October 2005, the department began providing ALS service and increased staffing to 55 personnel. The department continued to expand in 2006 with the responsibility of dispatching all emergency services for MCAS Miramar, later adding a second ALS ambulance and increasing the workforce to 67 personnel.

## **COMMUNITY RISKS**

The department is an all risk emergency response agency that conducts a risk analysis on a yearly basis during the development of the Standards of Cover document. A recent risk analysis has shown the predominant risks at MCAS Miramar appear to be in the low and moderate categories. Each demand zone on the base receives a comprehensive rating based on several factors. Each demand zone is then broken down into specific risk assessment categories (i.e., structural, non-structural). Non-structural risks are assessed and scored by utilizing a probability/consequence algorithm.

Structural risks are obtained through the Occupancy Vulnerability Assessment Profile (OVAP) score. The OVAP score is generated through our on-line risk assessment program VISION. The VISION system is a dynamic tool that allows us to analyze and categorize risks present in our community, compare data to other departments nationwide, and generate the OVAP score for all occupancies within our response area.

## **MISSION AND PRINCIPLES**

The department is dedicated to providing for the safety and welfare of the military and civilian communities we serve through the preservation of life, property, and environment.

To support our Mission, our department has adopted a value statement:

*The Miramar Fire Department is comprised of family oriented personnel committed to serving our community with P.R.I.D.E.*

**Professionalism**

**Respect**

**Integrity**

**Dependability**

**Enthusiasm**

## **DEPARTMENT PROFILE**

To meet the needs of the community the department is organized into five sections: Operations, Fire Prevention, Fire Dispatch, Training Division, and Administration. The operations section is divided into seven groups and they are supervised by two assistant chiefs. Each group consists of a lead firefighter, engineer, firefighter/basic life support, and one to two firefighter/paramedics. Operations section is responsible to respond to all emergency needs and public assistance calls. Fire prevention consists of an Assistant Chief of Fire Prevention and four fire inspectors. Fire Prevention branch is responsible for fire inspections of buildings on the air station and providing public displays and education. Fire dispatch consists of one dispatch supervisor and eleven dispatchers. Fire dispatch is responsible for receiving emergency and public assistance calls and disseminating the information to the proper resources in a timely manner so units can respond. The training division has one assistant chief of training that is responsible for the training of the department and is also a safety officer. The administration section consists of the Fire Chief and an administrative assistant that is responsible for numerous duties to include budgetary items and personnel records.

## **SERVICES PROVIDED**

**Emergency Medical Services (EMS)** – ALS transport, BLS

**Structural Firefighting** – Residential, Commercial Industrial

**Wildland Firefighting** – Initial and Extended Attack, Urban Interface

**Hazardous Materials** – Operational Level, Operational Level Decon

**Rescue Operations** – Operational Level, Low Angle Rescue, Vehicle Extrication

**Fire Prevention and Education** – Technical Reviews, Code Compliance, Code

Inspections, Public Education Programs

## **DEPARTMENT DIRECTION**

This Strategic Plan contains the goals and objectives that the department feels will direct it with the vision and purpose in providing the highest level of service possible to the installation, service and civilian population.

## **GOALS AND OBJECTIVES**

1. Continue to meet the requirements of the FESSAM check sheet in accordance with HQMC Instruction.
2. Provide emergency services to our community in a timely manner.
3. Increase Emergency Medical Services capabilities.
4. Provide a comprehensive Training Program that allows for implementation, growth, and measurable results.
5. Ensure facilities, apparatus, and equipment complies with safety standards to meet installation mission requirements.
6. Maintain an effective fire prevention program.
7. Update and implement the existing MCAS Miramar Communications Plan in order to provide efficient call handling.
8. Maintain positive relationships with surrounding communities to ensure continued cooperation during incidents that exceed our capability.
9. Improve the management and suppression of wildland fires aboard the installation for the purpose of fire prevention, protection of facilities and for the protection of natural resources.

**Goal 1 – Continue to meet the requirements of the FESSAM check sheet in accordance with HQMC Instruction.**

**Objective 1:** Review and publish the Standards of Coverage annually.

Performance Measures:

1. *Annually review the MFD Risk Assessment not later than December 31.*
2. *Annually review the MFD Strategic Plan not later December 31.*
3. *Annually review the FESSAM and SOC not later than December 31.*

**Goal 2 - Provide emergency services to our community in a timely manner.**

**Objective 1:** Ensure the department's baseline response times are accurately measured and meet the performance objectives outlined in the Standards of Coverage.

Performance Measures:

1. *Maintain accurate data that captures the time of call and time of dispatch and review each month.*
2. *Maintain accurate data that captures the time of departure and the time of arrival for responding units each month.*
3. *Provide call handling, turnout and travel time data to the Fire Chief on a monthly basis.*

**Objective 2:** Analyze response times into all fire demand zones to determine service delivery performance gaps.

Performance Measures:

1. *Conduct quarterly review of response performance and compare with 2016 response data.*
2. *Utilize the Standards of Cover to document deficiencies and performance gaps within each FDZ.*

**Goal 3 – Increase Emergency Medical Services capabilities.**

**Objective 1:** Develop a comprehensive Rescue Task Force (RTF) program.

Performance Measure:

1. *Create an SOP that outlines the programs training guidelines and deployment standards by June 30, 2017.*
2. *Obtain funding and purchase required equipment by December 31, 2017.*
3. *Full program implementation by June 30, 2018.*

4. *Continually conduct RTF training with PMO on a bi-annual basis*

**Objective 2:** Increase the ALS response capabilities aboard the installation

Performance Measures:

1. *Create and maintain an ALS assessment engine by December 31, 2017.*
2. *Continue to encourage the command to increase the number of Paramedic positions.*

**Goal 4 – Provide a comprehensive Training Program that allows for implementation, growth, and measurable results.**

**Objective 1:** Evaluate current status of all training programs

Performance Measure:

1. *Validate all current programs by March 31, 2017.*
2. *Develop a training program review panel that will conduct bi-annual assessments by June 30, 2017.*
3. *Verify that all personnel are certified/qualified for their current positions on an annual basis.*

**Objective 2:** Develop and implement a training program that will assist with setting standards for certification and qualifications.

Performance Measures:

1. *Review and revise all career path guides by June 30, 2017.*
2. *Create a yearly training calendar based on current known certification/re-certification requirements and have published by December 31 of each year.*
3. *Implement a fully functional Emergency Reporting training module by March 31, 2017.*

**Objective 3:** Conduct a comprehensive annual evaluation of training programs and implement needed improvements.

Performance Measure:

1. *Obtain and review training program data on an annual basis.*
2. *Assess to see if training programs are meeting current and future needs on a yearly basis.*

**Goal 5 – Ensure facilities, apparatus, and equipment complies with safety standards to meet installation mission requirements.**

**Objective 1:** Utilize the Emergency Reporting management software to track apparatus, equipment, and facility information.

Performance Measures:

1. *Maintain inventories and standardize configuration for all similar apparatus and document daily inspections/status of all assigned tools and equipment by January 31, 2017.*
2. *Catalog and record equipment inspections within by March 31, 2017.*
3. *Coordinate facility needs with committee members; analyze work requests and priorities on a quarterly basis.*

**Objective 2:** Provide a safe and effective apparatus fleet that meets NFPA and DoD standards

Performance Measures:

1. *Maintain an in-service rate for all department vehicles of 85% or above.*
2. *Pursue refurbishment of one reserve apparatus by 2018.*
3. *Budget for upgrades to apparatus VHF mobile radios for FY 2017.*

**Objective 3:** Evaluate and identify the facility needs of the department so that the work, training and living spaces are maintained to code and regulations

Performance Measures:

1. *Present recommended improvements for Fire Station 62 to be compliant with all life and safety codes and requirements to the Fire Chief by January 31, 2017.*
2. *Identify unfunded requirements and request higher funding priority to the Command Staff by December 31, 2017.*

**Objective 4:** Improve equipment and facilities through planned funding that incorporates expected life cycles of new and existing equipment and facilities

Performance Measures:

1. *Solicit input from functional department experts for each service we provide by April 2017 and incorporate into FY2018.*
2. *Develop a Phasing Plan budget for all equipment and facilities needs and coordinate with installation department heads by June 2017.*

**Goal 6 - Maintain an effective fire prevention program.**

**Objective 1:** Participate in external unit functions and activities

Performance Measures:

1. *Provide fire safety and prevention training when requested and as the schedule allows.*
2. *Participate in Lincoln Military housing quarterly newsletters.*
3. *Participate in a minimum of 4 unit safety stand-downs on an annual basis.*

**Objective 2:** Utilize the Emergency Reporting System (ERS) to help enhance the Prevention Divisions capabilities

Performance Measures:

1. *Beginning immediately, all fire inspection reports will be entered into the ERS by the 5<sup>th</sup> day of the following month that the inspection was performed.*
2. *All new facilities will be entered into the ERS upon completion of the fire protection acceptance testing.*
3. *All permits, public education, and other fire safety related events will be logged into the ERS beginning immediately.*
4. *A re-evaluation of OVAP scores will be conducted on a yearly basis, and the results will be reported to the Fire Chief.*

**Objective 3:** Ensure all high hazards and high occupancy buildings are inspected to discover and eliminate fire and life safety discrepancies

Performance Measure:

1. *High hazard facilities such as aircraft maintenance facilities, medical and dental clinics, large storage warehouses, bulk POL storage, mess halls and ammunition storage facilities shall be inspected quarterly.*
2. *All fire discrepancies will be noted within 10 days of the inspection with the required corrective actions necessary to mitigate the hazard(s). The report will be given or emailed to the facility Fire Warden to initiate corrective actions and he/she will report on action(s) taken within 30 days of receiving the report.*
3. *Review and collect statistical information on a monthly basis to show the number of occupancies inspected/not inspected for an end of the year report compiled no later than 31 January of each year.*

**Objective 4:** Deliver fire safety training and related information to the base employees and residents

Performance Measures:

1. *Utilize available media to publicize a quarterly/seasonal fire safety campaign message.*
2. *Provide quarterly fire warden training.*
3. *Conduct semi-annual station-wide safety briefs.*
4. *Participate in the annual Fire Prevention Week activities.*

**Goal 7 - Update and implement the existing MCAS Miramar Communications Plan in order to provide efficient call handling.**

**Objective 1:** Update the existing MCAS Miramar Communications

Performance Measures:

1. *Revise and document procedures for mutual aid operations by June 30, 2017.*
2. *Revise and document procedures for multi-agency operations by September 30, 2017.*
3. *Develop dispatch procedures for disaster operations by December 31, 2017.*
4. *Update existing communication plan, conduct training and disseminate to all department personnel as updates are made.*

**Objective 2:** Analyze and determine trends/deficiencies, and take action to improve the call handling process

Performance Measures:

1. *The Dispatch Supervisor will compile a semi-annual report comparing the baseline for call handling to the established benchmark of 90 seconds.*
2. *On an annual basis combine all semi-annual reports for evaluation of trends and deficiencies and report annual findings to the Fire Chief and Provost Marshal and implement recommended changes to improve call handling.*

**Goal 8 - Maintain positive relationships with surrounding communities.**

**Objective 1:** Support regional and interagency meetings to maintain a close working relationship with representatives from local agencies.

Performance Measures:

1. *Ensure at least one Chief Fire Officer attends the Metro Zone Fire Chief's and Operations Chief's meetings in 2017.*
2. *Ensure at least one member attends local fire and public safety meetings involving services we provide for each quarter in 2017.*

**Objective 2:** Provide at least one resource for every mutual and automatic aid request for neighboring communities when our mission is not interrupted and is not at risk.

Performance Measures:

1. *Ensure procedures are clear when responding off the installation and responses are processed timely for all automatic and mutual requests for 2017.*
2. *Conduct annual visits to regional dispatch centers to validate personnel and resource listing and correct real or perceived deficiencies for 2017.*

**Objective 3:** Maintain interagency agreements and operating plans with neighboring agencies.

Performance Measure:

1. *Update and/or revise all expiring agreements annually.*

**Goal 9 - Improve the management and suppression of wildland fires aboard the installation for the purpose of fire prevention, protection of facilities and for the protection of natural resources.**

**Objective 1:** Develop wildland fire prevention plans to lessen the severity of wildland fires on an annual basis.

Performance Measures:

1. *Identify areas of the installation where fuel loads are fire receptive and develop rotational fuels treatment plans in coordination with Miramar Environmental Management and other tenants on an annual basis.*

- 2. Utilizing Public Affairs Office, our local situation, fuel moistures, and weather conditions, ensure the installation command has the updated Installation Fire Danger Rating in order to communicate the risk of large fire potential.*

**Objective 2:** Organize and train personnel to enhance further career development specific to wildland fire suppression and management.

Performance Measures:

- 1. Ensure fire line refresher training (RT-130) is completed no later than May 1st annually.*
- 2. Continue to utilize external relationships to improve department wildland and prescribed fire training to obtain at least two NWCG courses each year.*

**Objective 3:** Ensure wildland and prescribed fires are contained and controlled at a minimum cost through safe and aggressive tactical measures.

Performance Measures:

- 1. Ensure all Operations personnel are 100% compliant with National Wildfire Coordinating Group and California Incident Command Certification System training and experience requirements for their level of involvement during a wildland or prescribed fire.*
- 2. Demonstrate field proficiency in managing and controlling fires at the Type 4 incident management organization or lower by conducting tactical decision games and simulated wildland fire exercises on a bi-annual basis.*