

Fiscal Year **2022** through **2026**

STRATEGIC PLAN



Brewster Fire  **Rescue**





STRATEGIC PLAN 2022 - 2026

Mission Statement

The Brewster Fire Rescue Department is a professional Emergency Response Organization, that preserves life and property through Fire Prevention and Suppression, Medical and Rescue services and promotes public safety through community outreach and education.

Vision Statement

An accredited Fire Rescue Department, with a deep and experienced team, dedicated to a culture of developed tradition and earned excellence, that continuously improves its professional services, and is recognized as a valued community asset.

Values and Core Beliefs

We will build an enduring department that:

- Provides consistent high-quality and compassionate services for the Brewster community.
- Builds relationships with each other and the community based upon Honesty, Respect, Transparency, Trust, Approachability, Integrity and Accountability.
- Respects hard work, doing the job and taking the initiative.
- Unleashes, develops and retains talent to achieve professionalism and excellence through-out the organization.
- Creates a growth oriented, cohesive and effective performance environment that is ethical, direct, agile, adaptable and engaging - that resists complacency.
- Celebrates Personal and Group achievement and successes.



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MESSAGE FROM THE CHIEF

In early 2021 our organization embarked on a collaborative exercise to develop a revised five-year strategic plan to provide our personnel with a guiding document from which we could refine our daily operations, enrich the commitment to our workforce, meet future industry challenges, and maintain the exceptional standards of service that our residents have come to expect. Based on this work, it is my privilege to present the Brewster Fire/Rescue Departments strategic plan for 2022-2026.

I am pleased to report that the outcomes identified in this plan were developed through a process involving robust participation from all members of the organization in particular the formidable work of an open-minded, young and diverse team of supportive employees searching to re-define our culture, establish new traditions, clarify our internal operations and set the course for our future as we continue to meet the challenges created by our continued evolution from a combination type to full-time emergency medical and fire services organization.

The strategic planning process provided us an opportunity to undertake a detailed internal examination into how we provide critical life safety services, how to better communicate and maintain high levels of morale within our professional workforce, how we could become a stronger, more unified and prominent organization

within our industry, and how the revitalization of our principal ideologies of mission, vision, and core values could rejuvenate and create a “new normal” within the department.

The goals endorsed in the plan focus on identifying and creating a renewed culture, enhancing professional development, preserving high levels of operational excellence, expanding community engagement and reinforcing the successful management of our resources. While no strategy can identify and prepare an organization for all future issues and challenges it will be confronted with, we found that in order for us to be successful we need to join forces to identify issues and solve concerns, communicate on a regular basis, connect with the needs of the community, trust the organization and each other and value how collaboration and personal accountability can lead to exceptional levels of organizational excellence and the continued progressive delivery of outstanding lifesaving services. Based on our proven ability to embrace the philosophy, “failure to plan is planning to fail”, I personally believe this collective experience has made us a stronger, more reliable, and a more motivated workforce that is intent on continually “pushing the envelope” to become an organization that provides the highest possible levels of dependability, service and economic value to our residents.

In closing, I offer a sincere thank you to the men and women of the department for their honest assessment of the organization and open-minded conversations designed to chart a course for future success. Their continued active participation and steadfast commitment to this strategic plan will be an essential element of the improvement process. As your leader in the delivery of life safety services within the community we remain bonded as one cohesive team committed to reaching the goals identified in this plan, cultivating the public safety services we provide, responding to future community growth and needs and ensuring we stand true to our operational mantra of, “Excellence in Service”.

Robert Moran, Fire Chief
Brewster Fire & Rescue Department



Organizational Overview



The Brewster Fire/Rescue Department is a combination type fire service organization comprised of 27 men and women of varied backgrounds and individual qualities. The common theme that binds this group into one unified team is their commitment to providing high quality lifesaving services to the Town of Brewster and our surrounding regional communities. We are, without question, the community's first line of defense against fires, emergency medical incidents, natural disasters, terrorism related events, hazardous material incidents, water rescues, and technical rescue responses.

Considered as "The Sea Captains Town", the Town of Brewster is a picturesque and active Cape Cod community of approximately 10,300 year-round residents with an estimated summer population of 30,000. Brewster is comprised of 25.4 square miles of total land area including approximately 8 miles of beaches along Cape Cod Bay, numerous freshwater ponds, and Nickerson State Park which is one of the largest State parks within the Commonwealth of Massachusetts. The Brewster Fire/Rescue Department responds from one centrally located facility on Main Street. In Fiscal Year 2021 the Department responded to 2747 requests for service. The Fiscal year 2022 fire department operating budget is 2.95 million dollars.

The Brewster Fire Department is a multi-functional all hazards emergency service organization that utilizes our dual certified and trained fire and emergency medical staff in an efficient and effective manner to provide high quality, professional service to our residents. As first responders all of our personnel are responsible and

accountable for an array of emergency medical and fire suppression related duties and tasks that can vary not only on a daily basis, but sometimes minute-by-minute depending on the emergency incident or positional assignment. All staff are trained as firefighters and as Paramedics or Emergency Medical Technicians. The department operates on a four-group schedule system. Full-time personnel except for the Fire Chief, Deputy Fire Chief, and Fire Prevention Officer work 24 hour shifts with a schedule of one (1) 24-hour shift on-duty, 48 hours off-duty, one (1) 24-hour shift on-duty, and 96 hours off-duty. This translates to an average work week of 42 hours. Each group consists of a Captain and four firefighters. Minimum on-duty shift staffing is five (5) personnel. In addition, the Department has three (3) call firefighters. In support of regionalized fire services several of our members operate on specialized response units such as the Barnstable County Technical Rescue and Dive Rescue teams.

Aside from responding to requests for emergency services, conducting daily training and maintaining department equipment and vehicles, the members of the Brewster Fire Department must also maintain our own facility. This includes cleaning and maintaining all areas of the building's interior and exterior. Cleaning, which occurs daily, involves vacuuming, cleansing toilets, rinsing floors, washing windows and mirrors, removing garbage and recyclables, washing dishes, laundry and dusting. The fire department is the only Town department that cleans and maintains their own building which is a significant and cost-effective daily task.



Organizational Overview

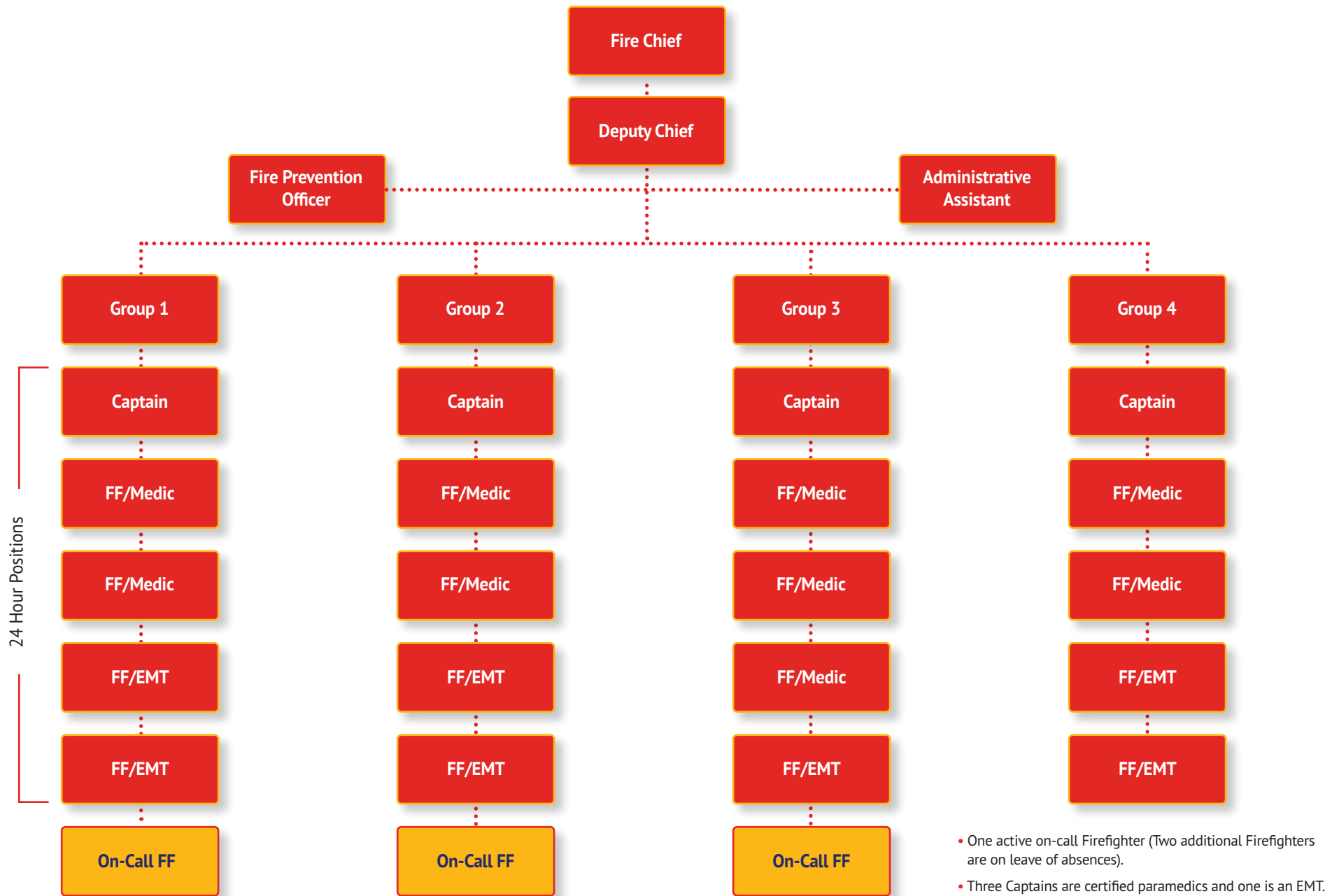


All 911 emergency calls for the Town of Brewster are answered by dispatchers located at the Barnstable County Sheriff's Communication Center. The Center uses modern technology and computer-aided dispatch software and programs that allow their well trained and highly regarded dispatchers the ability to provide high-quality emergency communication services to Brewster Fire/Rescue. The Center is also responsible for coordinating all automatic and mutual aid fire and emergency medical requests throughout Barnstable County including providing secure communications between ambulances and Cape Cod Hospital staff.

In addition to twenty-one (21) front-line field personnel (includes the Fire Prevention Officer), the Brewster Fire/Rescue Department is guided by an administrative staff consisting of a Chief of Department, Deputy Chief, and a Confidential Administrative Assistant. Additional operational support is delivered by a full-time Paramedic who also serves as the departments Emergency Medical Coordinator. All these members mentioned above provide organizational guidance, Strategic Plan oversight, equipment and apparatus maintenance, supervision, financial management, training and certification assistance, EMS supply chain control, fire prevention and inspection services, fire and life safety education and administration of all other community-based services. However, their main responsibility is to ensure all first line personnel are afforded the resources and supervision necessary to complete their tasks safely and efficiently in a cost-effective business-like methodology that supports strict financial accountability.



Organizational Chart (Traditional)





Strategic Planning

WHAT IS STRATEGIC PLANNING AND WHY IS IT IMPORTANT?

Strategic planning, used by all types of organizations worldwide, is a process that defines the organization's Identity, Mission, Values and most importantly it's Vision and the Plan to arrive at a newly-defined future-space. Generally, strategic plans are home-grown processes (developed from within an organization), that articulate direction for the next 3-5 years and exist in the form of a governing "living" document that is regularly reviewed and updated. It is the highest level of thinking within an organization, provides the road map for all future actions and is the basis for all other related planning (e.g. Personnel, Budget, Capital).

STRATEGIC PLANNING PROCESS (CLASSICAL APPROACH)

A "classic" strategic plan has several distinct parts but basically can be viewed as two (2) phases, 1. Visioning, and 2. Planning. Visioning begins with what is commonly referred to as a SWOT Analysis, (Strengths, Weaknesses, Opportunities, Threats), which lays out what an organization is defined by today, (S,W), and what the organization may be defined by or encounter in the future, (O,T). The SWOT Analysis becomes the basis for the creation of the Mission and Vision. The Mission, or "Mission Statement", articulates the fundamental purpose of an organization; what it is and does today, and is the platform for the journey to the future. It defines the organization's key market/primary stakeholders,

contribution (how it provides value), its distinction or differentiation and is designed to be a centering and motivational device, convincing and elemental. The Vision, or "Vision Statement", is the core element of the strategic plan and articulates what an organization wants to be; a longer-term view of its future and the space it seeks to occupy in the marketplace, community, etc. It defines what the organization wants to accomplish, the potential inherent in its future and, as with the "Mission", is designed to be a centering and motivational device, convincing and elemental.

The Planning phase of the strategic plan process consists of establishing a set of general but clear Strategic Goals, that when attained through following the plan, achieve the Vision. These strategic goals define the destination, changes the current organizational direction and the mindset of the personnel. The plan itself is derived from these goals and then drills down from the general to the very specific. For each established strategic goal, a set of Objectives is created to achieve the goal. This portion of the plan creates a series of concrete steps that establish a road to the destination, is inherently shorter term and translates thought into action. Then, within each objective, a set of Strategies is created designed to achieve the objective. Strategies define the methods or plans used to create outcomes, employment of resources and are specific and measurable. Finally, the execution of each strategy is supported by a Tactical Action Plan, which describes or lists what needs to be done, by whom and when.





BFD Strategic Process

The Brewster Fire Rescue Department (BFD) strategy planning process was initiated due to three (3) driving forces:

1. The Department's last Strategic Plan was 2013-2018 and was in need of a new/updated plan.
2. There had been significant personnel turnover resulting in a young department with experience challenges and pending senior retirements on the horizon.
3. The firm commitment by the BFD leadership team to embark on a unifying process that would chart a new course for the department for the next five (5) years and bring the team together in full participation and ownership in their future.

The Strategic Planning process for the Brewster Fire Rescue Department began in March 2021 during the ongoing COVID-19 pandemic and its initial challenges for gatherings and live interpersonal communications. The development team consisted of the entire BFD membership as the internal "working group", Chief Moran and Deputy Chief Varley and the services of a strategy and management consultant to design and facilitate the strategic planning process. The consultant had previously developed the Orleans Police Department Five Year Strategic Plans (2014-2019, 2020-2024) and the Orleans Fire Rescue Department Five Year Strategic Plan (2021-2025) where Chief Moran was an invited participant.

The consultant met virtually via Zoom with Chief Moran and Deputy Chief Varley on March 2 and then with the BFD Captains Team on March 18 to develop a workable process challenged by the

desire to get unvarnished confidential input from department personnel. To strive for full participation and inclusiveness, the full BFD membership was solicited directly by the consultant via email for their confidential SWOT (Strengths, Weaknesses, Opportunities, Threats) input in late March as a virtual substitute for what would have been the normally the first of a series of working group meetings. The consultant consolidated the considerable BFD SWOT information for presentation to the department.

Beginning in April, and lasting through November 2021, a series of four (4) working group meetings were held in-person at the BFD facility utilizing the equipment bay as a meeting space. The first "live" group meeting was held on April 15, 2021 and covered training on the strategic planning process, a review and editing of the consolidated SWOT analysis, and then focused on the development of a new Mission statement, Core Values and Beliefs and the creation of a Vision statement. The second meeting of the group on May 20, 2021 reviewed the newly created Mission and Vision statements, Core Values and Beliefs and developed Strategic Goals as the pillars of the new plan. The third group meeting held on June 24, 2021 was devoted entirely to the development of Objectives for each Strategic Goal. With the considerable amount of material yet to develop relative to Strategies and Tactical Action Plans, a smaller working group was assembled to tackle this last part of the planning process. This "small working group" consisted of the Chief and Deputy Chief, five (5) BFD members and the consultant. Six (6) small working group meetings

were held on September 9, September 16, September 23, September 30, October 7 and October 13, 2021 to develop Strategies and Tactical Action Plans for each of the Objectives previously developed. The final full working group meeting was held on November 9, 2021 to review and edit the final versions of the plan elements which comprised the first strategic plan draft. The results of all four (4) full working group meetings and six (6) small working group meetings were loaded into the strategic plan template that serves as the final plan report.

REVIEW, ACCOUNTABILITY & IMPLEMENTATION

BFD leadership is committed to the successful communication and implementation of the Strategic Plan. Each tactical action plan, in support of strategies, objectives and goals will have a dedicated accountability within the BFD to ensure its successful execution. The Strategic Plan will be reviewed and updated annually prior to the Town's annual budget review cycle.

BUDGET CONSIDERATIONS

All initiatives depicted in this Strategic Plan are either currently represented in the existing Town of Brewster Capital Plan or are budget neutral to the Brewster Fire Department operational budget for FY 2022.

Acknowledgments



Strategy Consultant

Ostman Business Strategy, LLC
Per John Ostman

Brewster Fire-Rescue Department

Fire Chief Robert Moran	Deputy Fire Chief Kevin Varley	Fire Prevention Officer/EMT Philip Burt	Administrative Assistant Amy Handel
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Department Members

Group 1

Captain/Paramedic
Michael Gerlach

Firefighter/Paramedic
Joseph Cox

Firefighter/EMT
Megan Przygocki

Firefighter/EMT
Jack Tuohy-Bedford

Firefighter/EMT
Timothy Johnson

Group 2

Captain/EMT
Daniel Kimball

Firefighter/Paramedic
Kirk Rounseville

Firefighter/Paramedic
Matthew Levasseur

Firefighter/EMT
Craig DeCosta

Firefighter/EMT
Brianna Griffin

Group 3

Captain/Paramedic
Anthony Dalmau

Firefighter/Paramedic
Matthew Tucker

Firefighter/EMT
Dean Smith

Firefighter/EMT
Matthew Morthland

Firefighter/EMT
Emily Higgins

Group 4

Captain/Paramedic
Chad Foakes

Firefighter/Paramedic
Gretchen Riley

Firefighter/EMT
Alexander McHugh

Firefighter/EMT
Tyler Baker

Firefighter/EMT
Christopher Drumm

Call Firefighters

EMS Lieutenant/EMT
Cynthia Coulter

Firefighter/EMT
Scott Romer

Firefighter/EMT
Richard Bunker

Strategic Plan Working Group

Captain/Paramedic Michael Gerlach	Firefighter/Paramedic Matthew Tucker	Firefighter/Paramedic Gretchen Riley	Firefighter/EMT Alexander McHugh	Firefighter/EMT Jack Tuohy-Bedford
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Graphic Designer

Design by
Brian Bierig





Goal

Specific statement of intended future results and general and continuing statements of intended future results.

Objectives

Are broad categories. They are non-measurable, nondated, continuous, and ongoing. Objectives move the agency from motive to action.

Strategy

Specific measurable activity that supports the objective and ultimately contributes to the achievement of the goal.

Target Completion Date

Displays when each strategy is slated to take place, in calendar year format.

Active Fiscal Year

Depicts when each strategy is expected to be working and how it is funded. Active years are shaded red; funding sources include general fund, Capital Improvement Plan, grants, and TBD (to be determined).

Action Plan

A description of what needs to be done, when and by whom to achieve the results called for by one or more objectives.

Purpose

Why the Department is implementing the strategy.

Measures of Success

Benchmarks that have been set by the Strategy Sponsor in order to evaluate if the strategy is successful.

GOAL 1 Professional Development



Objective 1 Organizational Development & Succession Planning

Strategy 2	Delegation of Decision-Making and Responsibility
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Identify and populate the requisite Teams to be responsible for specified operations of the department.
- Create the Team structure (charter) which includes expectations and accountabilities.
- Create the Project Team structure (charter) which includes expectations and accountabilities.
- Define the "Authority to Act" empowerment of assigned Project and Team personnel.

Purpose

Drive down responsibility and decision-making from administration to the general department to improve engagement and buy-in of personnel in day-to-day operations of the department while leveraging and developing talent.

Measures of Success

- Team Structure in place.
- Assignments and Accountabilities defined.
- Administration delegates authority.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley

Goals & Objectives



Goal 1 Professional Development	Goal 2 Cultural Development	Goal 3 Operations Excellence	Goal 4 Community Engagement	Goal 5 Resource Management
Objective 1 Organizational Development & Succession Planning	Objective 1 Nurture Labor/Management Relations	Objective 1 Strategic Planning	Objective 1 Community Communications and Coordination	Objective 1 Budget Development
Objective 2 Professional Development & Training	Objective 2 Employee Engagement, Retention, Team and Tradition Building Programs	Objective 2 Industry Rating	Objective 2 Community Events & Public Safety Education	Objective 2 Facilities & Equipment
Objective 3 Performance Review Program	Objective 3 Improve Internal Communications	Objective 3 Policies, Procedures and SOG's	Objective 3 Improve Community Involvement of Department Personnel	Objective 3 Revenue Sourcing
	Objective 4 Mentorship, Coaching & Counseling	Objective 4 Staffing		Objective 4 Leverage New Technologies
		Objective 5 Project Management		
		Objective 6 Comprehensive Maintenance Program		
		Objective 5 Mutual Service Agreements/ Mutual Aid Partners		

STRATEGIC GOAL 1 Professional Development



Detailed Strategy Descriptions

Objective 1: Organizational Development & Succession Planning

Strategy 1 Implement Functional Organization vs. Traditional

Strategy 2 Delegation of Decision-Making and Responsibility

Strategy 3 Formalize Succession Plan for BFD Senior Team

Strategy 4 Create Lieutenant/First Line Supervisory Positions

Objective 2: Professional Development & Training

Strategy 1 Establish dedicated Training Team

Strategy 2 Operational Training Programs

Strategy 3 Career Advancement Training

Strategy 4 Develop Career Pathways/Trajectories

Strategy 5 Provide Resources to Support Training Programs

Objective 3: Performance Review Program

Strategy 1 Develop a Contract approved Performance Review Program



GOAL 1 Professional Development



Objective 1 Organizational Development & Succession Planning

Strategy 1	Implement Functional Organization vs. Traditional
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Review Traditional Org Chart.
- Create Functional Org Chart.
- Post Internally.

Purpose

Recognizes the difference between the traditional hierarchy of organizational ranking vs. the actual (functional) way tasks are accomplished and the team efforts involved. Seeks to flatten the organization, make interactions more peer to peer, support improved communication and ability to act.

Measures of Success

- Org chart development.
- Display at locations within the Department.
- Change of cultural tone that depicts a flat and efficient organizational structure.

Strategy Sponsors



Firefighter/Paramedic
Matthew Tucker



Firefighter/Paramedic
Gretchen Riley



Firefighter/EMT
Alexander McHugh

GOAL 1 Professional Development



Objective 1 Organizational Development & Succession Planning

Strategy 2	Delegation of Decision-Making and Responsibility
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Identify and populate the requisite Teams to be responsible for specified operations of the department.
- Create the Team structure (charter) which includes expectations and accountabilities.
- Create the Project Team structure (charter) which includes expectations and accountabilities.
- Define the “Authority to Act” empowerment of assigned Project and Team personnel.

Purpose

Drive down responsibility and decision-making from administration to the general department to improve engagement and buy-in of personnel in day-to-day operations of the department while leveraging and developing talent.

Measures of Success

- Team Structure in place.
- Assignments and Accountabilities defined.
- Administration delegates authority.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Objective 1 Organizational Development & Succession Planning

Strategy 3	Formalize Succession Plan for BFD Senior Team
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Formalize Succession Plan.
- Identify succession (high potential) candidates.
- Obtain Town approval (HR, Town Manager, Select Board).
- Develop Pre-test Certifications for the Promotion Process.

Purpose

Plan for the eventual retirement of the current Chief and other senior department officers to identify opportunities and timeframes for smooth succession within the Department.

Measures of Success

- Identify retirement trajectories of senior staff.
- Due consideration to inhouse candidates for promotional opportunities.
- Senior positions filled in a timely manner.

Strategy Sponsors



Firefighter/Paramedic
Kirk Rounseville



Captain/Paramedic
Michael Gerlach



Deputy Chief
Kevin Varley



Chief
Robert Moran

GOAL 1 Professional Development



Objective 1 Organizational Development & Succession Planning

Strategy 4	Create Lieutenant/First Line Supervisory Positions
Target Completion Date	2023
Active Fiscal Year	2024

Action Plan

- Negotiate with the Labor Union to institute new Lieutenant positions.
- Develop organizational staffing plan for number of positions.
- Acquire Funding.
- Develop a testing process.

Purpose

Provide opportunity for delegation of certain leadership responsibilities from Administration and Captains while creating advancement opportunities within the Department.

Measures of Success

- Lieutenant position(s) created.
- Position(s) are funded and staffed.
- Organizational delegations are made.

Strategy Sponsors



Firefighter/Paramedic
Matthew Tucker



Firefighter
Michael Gerlach



Deputy Chief
Kevin Varley

GOAL 1 Professional Development



Objective 2 Professional Development & Training

Strategy 1	Establish a Dedicated Training Team
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Identify the Structure of the Department Training Team.
- Set expectations and charter of scope and responsibilities.

Purpose

As part of the Department Teams structure, the Training Team will plan, oversee and coordinate all training processes and programs within the Department.

Measures of Success

- Training Team is created and staffed.
- Improved operational performance.
- Increased personnel advancement.

Strategy Sponsors



Firefighter/Paramedic
Kirk Rounseville



Firefighter/EMT
Jack Tuohy-Bedford



Captain/EMT
Daniel Kimball



Objective 2 Professional Development & Training

Strategy 2	Operational Training Programs
Target Completion Date	2023
Active Fiscal Year	2022

Action Plan

- Review, revise and implement daily training plan program.
- Utilize approved and regulated National/State Fire and Emergency Medical certifications and protocols to establish minimum training and job performance competencies.
- Identify and engage internal department training talent and off duty training support.
- Utilize outside training resources including Barnstable County and State Fire Academy training props to deliver hands-on training programs.
- Re-establish monthly full department training.
- Establish monthly EMS shift training.

Purpose

Develop a refreshed comprehensive operational training program for the Department under the responsibility of the Training Team.

Measures of Success

- Regularly scheduled training (daily, weekly, monthly) is conducted.
- All BFD personnel are qualified to industry standards.
- Improved operational performance.

Strategy Sponsors



Firefighter/Paramedic
Kirk Rounseville



Firefighter/Paramedic
Matthew Tucker



Firefighter/EMT
Alexander McHugh



Objective 2 Professional Development & Training

Strategy 3	Career Advancement Training
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Work cooperatively with the Union to identify and publish a guide for position training requirements.
- Re-evaluate promotional resume points system.
- Support local and regional access to career training.
- Develop a pre-promotional officer leadership training program.
- Identify additional, traditional, academic and other educational programs.

Purpose

Provide focus on advancement training for the Department to stimulate personal growth and promotional candidacy.

Measures of Success

- Position Training Requirements guide is published.
- Promotional points system is re-evaluated.
- Officer leadership training program is developed.
- Advancements of Department personnel.

Strategy Sponsors



Captain/EMT
Daniel Kimball



Firefighter/EMT
Christopher Drumm

GOAL 1 Professional Development



Objective 2 Professional Development & Training

Strategy 4	Develop Career Pathways/Trajectories
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Identify and publish traditional and specialty career pathways that include:
 - Firefighter
 - Paramedic
 - Hazmat
 - Technical Rescue
 - Dive Team
 - Life Safety Educator
 - Critical Incident Stress team
 - Incident Management Team

Purpose

Identify and outline progressions and requirements for various career opportunities available to Department personnel.

Measures of Success

- Publish traditional and specialty career pathways guidance document.
- Improved recruitment of candidates.
- Improved retention of Department personnel.

Strategy Sponsors



Firefighter/EMT
Alexander McHugh



Firefighter/Paramedic
Gretchen Riley



Deputy Chief
Kevin Varley



Objective 2 Professional Development & Training

Strategy 5	Provide Resources to Support Training Programs
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Seek Fire Rescue Association Funding.
- Identify and leverage available training grants including Assistant to Firefighter Grant (AFG).
- Maintain Paramedic training time policy.
- Examine other outside training resources.
- Maintain and support use of contractually approved personal training time.

Purpose

Identify and seek resources to support funding and time availability for Department training programs.

Measures of Success

- Department training programs are fully funded.
- Sufficient training time made available to Department personnel.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Objective 3 Performance Review Program

Strategy 1	Develop a Contract Approved Performance Review Program
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Review current Performance Review Process with the Union.
- Train the department on the Performance Review Process.
- Train supervisory staff to conduct performance reviews.

Purpose

Provide a process for review, feedback and improvement of Department personnel to mutually agreed performance expectations.

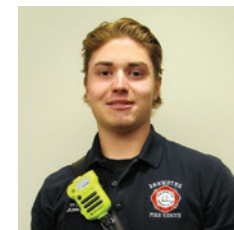
Measures of Success

- Each Department member has an annual review with their supervisor.
- Improved morale and performance.
- Fair and balanced treatment of Department personnel.

Strategy Sponsors



Firefighter/EMT
Jack Tuohy-Bedford



Firefighter/EMT
Timothy Johnson



Firefighter/EMT
Christopher Drumm

STRATEGIC GOAL 2 Cultural Development



Detailed Strategy Descriptions

Objective 1: Nurture Labor/Management Relations

Strategy 1 Contract Negotiation Planning and Framework Development

Strategy 2 Regular Labor/Management Meetings and Communications

Objective 2: Employee Engagement, Retention, Team and Tradition Building Programs

Strategy 1 Improve Morale Through Team Building Activities

Strategy 2 Develop Employee Recognition Program

Strategy 3 Communicate Department Ethos and Personnel Policies

Objective 3: Improve Internal Communications

Strategy 1 Regular Department Communications

Strategy 2 Raising Concerns within the Department

Objective 4: Mentorship, Coaching & Counseling

Strategy 1 Formalize and Develop Mentorship Program

Strategy 2 Counseling Resources



GOAL 2 Cultural Development



Objective 1 Nurture Labor/Management Relations

Strategy 1	Contract Negotiation Planning and Framework Development
Target Completion Date	2023
Active Fiscal Year	2024

Action Plan

- Introduce Memorandums of Understanding (MOUs), policies and procedures for discussion and action as subject areas arise with the Union.
- As necessary, invite the Chief and Deputy for Q&A and discussion at the conclusion of Union meetings.

Purpose

Plan labor/management negotiations in advance of contract periods to build a more productive and beneficial relationship.

Measures of Success

- Ongoing discussions of MOUs, policies and procedures.
- Chief and Deputy attend Q&A sessions with the Union as requested.

Strategy Sponsors



Firefighter/Paramedic
Gretchen Riley



Firefighter/EMT
Dean Smith



Captain/Paramedic
Chad Foakes

GOAL 2 Cultural Development



Objective 1 Nurture Labor/Management Relations

Strategy 2	Regular Labor/Management Meetings and Communications
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Formalize Union Executive Board/Management meetings on a regular basis outside of contract negotiations.
- Informal meetings as needed in between 3-year contract negotiation cycles.

Purpose

Open, maintain and nurture lines of communication between labor and management to inspire unity, preserve Fire Service traditions, manage change and retain personnel.

Measures of Success

- Schedule regular Union Executive Board/Management meetings.
- Informal meetings are held.

Strategy Sponsors



Firefighter/Paramedic
Matthew Tucker



Firefighter/EMT
Dean Smith



Chief
Robert Moran



Deputy Chief
Kevin Varley

GOAL 2 Cultural Development



Objective 2 Employee Engagement, Retention, Team and Tradition Building Programs

Strategy 1 Improve Morale Through Team Building Activities

Target Completion Date 2022

Active Fiscal Year Ongoing

Action Plan

- Develop a Team to oversee department celebrations and other team building activities that are voluntary, not mandatory.
- Strive to stabilize shift staffing – keep crews together.
- Recognize Pride in Apparatus Assignments through logo clothing, patches, helmets, challenge coins and other team recognition.
- Develop department only and family included social events including department dinners, Holiday party, family BBQ, Pizza night, etc.
- Conduct full department drills and training.
- Travel to shows and conventions.
- Guest speakers program.

Purpose

Focus on building and improving Department morale through Team oriented activities and recognition.

Measures of Success

- Improved morale.
- Improved staff retention.
- Institutionalization of developed Department traditions.

Strategy Sponsors



Captain/EMT
Daniel Kimball



Firefighter/EMT
Dean Smith



Firefighter/EMT
Tyler Baker

GOAL 2 Cultural Development



Objective 2 Employee Engagement, Retention, Team and Tradition Building Programs

Strategy 2	Develop Employee Recognition Program
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Develop an employee recognition Team that administers awards and ceremonies.
- Provide recognition of employee achievements with-in one (1) month of event.
 - Recognition includes, but not limited to:
 - Service years
 - Promotions
 - Retirements
 - “Great Save”
 - Above and Beyond
- Conduct New Hires Swearing-in ceremony, which includes families, approximately one (1) month after hire.
- Formalize Class A dress uniform policy.

Purpose

Improve and sustain morale of the Department by providing recognition of performance, service and other significant contribution.

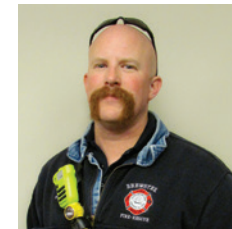
Measures of Success

- Regularly scheduled recognition ceremonies.
- Improved morale.
- Improved staff retention.

Strategy Sponsors



Captain/Paramedic
Michael Gerlach



Firefighter/Paramedic
Matthew Tucker



Firefighter/Paramedic
Gretchen Riley



Firefighter/EMT
Tyler Baker

GOAL 2 Cultural Development



Objective 2 Employee Engagement, Retention, Team and Tradition Building Programs

Strategy 3	Communicate Department Ethos and Personnel Policies
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Widely display New Vision, Mission statements and Department Core Values.
- Summarize and display Town personnel policies on harassment and fair treatment.

Purpose

Sets expectations and holds the team to a common set of conduct and training standards building trust and accountability.

Measures of Success

- Department Foundational Statements are widely available, posted and are an integral part of the Department culture.
- Town personnel policies are displayed and understood.
- Improved morale.
- Improved staff retention.

Strategy Sponsors



Firefighter/EMT
Dean Smith



Firefighter/EMT
Brianna Griffin

GOAL 2 Cultural Development



Objective 3 Improve Internal Communications

Strategy 1	Regular Department Communications
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Organize and schedule regular full department meetings at least twice per year or quarterly.
- Provide a weekly/bi-weekly update email from administration and consolidate administrative email traffic.
- Ensure that Captains' meetings occur every quarter at minimum.

Purpose

Ensure regular informational flow through the Department.

Measures of Success

- Staff is well informed.
- Agenda items flow up through the organization.
- Achieve improved transparency.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley

GOAL 2 Cultural Development



Objective 3 Improve Internal Communications

Strategy 2 Raising Concerns within the Department

Target Completion Date 2022

Active Fiscal Year Ongoing

Action Plan

- Chief and Deputy will maintain “open door” and confidential communications policy.
- Employees will seek out their 1st line supervisor to address concerns.
- Encourage and sustain informal communications between all levels within the department.

Purpose

Establish a process where concerns are raised and are treated positively and with respect.

Measures of Success

- Concerns can be raised within the organization without reprisals.
- Items of concern flow up through the organization.
- Improved morale.

Strategy Sponsors



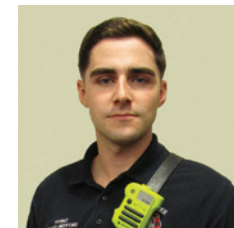
Firefighter/Paramedic
Matthew Tucker



Firefighter/EMT
Dean Smith



Firefighter/EMT
Alexander McHugh



Firefighter/EMT
Jack Touhy-Bedford



Objective 4 Mentorship, Coaching & Counseling

Strategy 1	Formalize and Develop a Mentorship Program
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Define department's role in mentoring staff on both work and personal issues.
- Evolve into a mentoring program/process.
- Provide mentoring training for 1st line supervisors.

Purpose

Create a process and a program to ensure the retention of institutional knowledge while providing guidance to newer Department personnel.

Measures of Success

- Institutional knowledge is passed along and retained.
- Department personnel have an in-house resource for guidance on work and personal matters.

Strategy Sponsors



Firefighter/EMT
Matthew Morthland



Firefighter/EMT
Christopher Drumm



Firefighter/EMT
Emily Higgins



Objective 4 Mentorship, Coaching & Counseling

Strategy 2	Counseling Resources
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Continue to provide and encourage the use of the Employee Assistance Program (EAP).
- Utilize Resources Offered by:
 - International Association of Firefighters (IAFF)
 - Professional Firefighters of Massachusetts (PFFM)
- Encourage use of the Critical Incident Staff Debriefing (CISD)

Purpose

Articulate, provide and encourage the use of counseling resources for Department personnel.

Measures of Success

- Department personnel are aware and have access to counseling services available to them.
- Department personnel actively use counseling services as necessary.

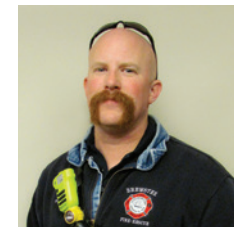
Strategy Sponsors



Firefighter/Paramedic
Kirk Rounseville



Deputy Chief
Kevin Varley



Firefighter/Paramedic
Matthew Tucker

Strategic Goal 3 Operations Excellence



Detailed Strategy Descriptions

Objective 1: Strategic Planning

Strategy 1 Implement Strategic Planning Process

Objective 2: Industry Rating

Strategy 1 Achieve National Fire Rescue Service Accreditation

Strategy 2 Sustain level 2 ISO Rating

Objective 3: Policies, Procedures and SOG's

Strategy 1 Develop and Implement revised and new Standard Operating Guidelines and Policies

Objective 4: Staffing

Strategy 1 Improve Minimum Shift Staffing

Strategy 2 Identify and fill Specialized Positions

Strategy 3 Review OT and Callback Usage and Process

Objective 5: Project Management

Strategy 1 Identify, Schedule and Communicate Department Projects

Strategy 2 Delegate Projects and Assign Project Managers

Objective 6: Comprehensive Maintenance Program

Strategy 1 Develop a Comprehensive Department Maintenance Program

Objective 7: Mutual Service Agreements/Mutual Aid Partners

Strategy 1 Balance Utilization of Mutual Aid Partners





Objective 1 Strategic Planning

Strategy 1	Implement Strategic Planning Process
Target Completion Date	Ongoing
Active Fiscal Year	Ongoing

Action Plan

- Conduct a department-wide Strategic Planning process with a five (5) year horizon and repeat in that interval thereafter.
- Institutionalize Strategic Plan as basis for all Personnel, Expense, Capital and other resource requirements of the department.
- Revisit the Strategic Plan annually for status of activity and resourcing.

Purpose

Provide a holistic vision-driven and participatory process in Department planning and decision-making.

Measures of Success

- Produce a 5-year Strategic Plan.
- Annually review the plan for progress and updates.
- Use the plan to achieve the Goals and Objectives of the Department.

Strategy Sponsors



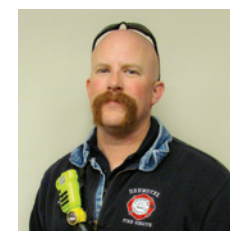
Firefighter/Paramedic
Gretchen Riley



Firefighter/EMT
Alexander McHugh



Captain/Paramedic
Michael Gerlach



Firefighter/Paramedic
Matthew Tucker



Objective 2 Industry Rating

Strategy 1	Achieve National Fire Rescue Service Accreditation
Target Completion Date	2025
Active Fiscal Year	2024

Action Plan

- Develop a Team to investigate, oversee and administer the accreditation effort.
- Manage accreditation process, feedback and review from International Association of Fire Chiefs and The Center for Public Safety Excellence.
- Acquire budget funding for the process.

Purpose

Provide a stretch goal and framework for self-evaluation that drives many strategic plan initiatives. This unique recognition would be a major achievement for the BFD and would result in a superior functioning fire-rescue organization and also enhances the success of future grant funding.

Measures of Success

- Implementation of the Strategic Plan.
- Receive Accreditation.
- Improved grant funding.

Strategy Sponsors



Fire Prevention Officer/EMT
Philip Burt



Captain/Paramedic
Michael Gerlach



Captain/Paramedic
Chad Foakes



Objective 2 Industry Rating

Strategy 2	Sustain Level 2 ISO Rating
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Utilize Accreditation Team to oversee and ensure ISO level 2 rating sustainability.
- Prepare for the next ISO review in 2023 and 2026. (Occurs every three (3) years).
- Ensure support from the Town Administrator and Select Board to maintain level 2 ISO Rating.
- Work with the Brewster Water Department to ensure adequate water supply to support ISO rating.

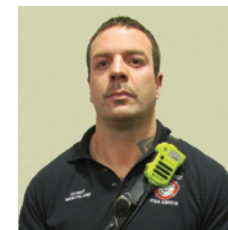
Purpose

Maintain a high level of Insurance Services Office rating through superior operational performance and adequate resources in support of the accreditation process and the Strategic Plan.

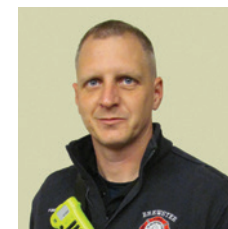
Measures of Success

- Maintain ISO rating of 2.

Strategy Sponsors



Firefighter/EMT
Matthew Morthland



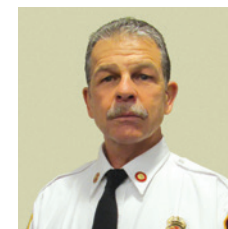
Fire Prevention Officer/EMT
Philip Burt



Captain/Paramedic
Chad Foakes



Deputy Chief
Kevin Varley



Chief
Robert Moran



Objective 3 Policies, Procedures and SOG's

Strategy 1	Develop and Implement revised and New Standard Operating Guidelines and Policies
Target Completion Date	2023
Active Fiscal Year	2024

Action Plan

- Develop a Team responsible to revise, update and create SOGs.
- Review and update all rules, regulations, methods and procedures of the Department.

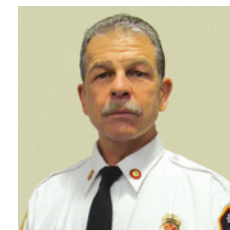
Purpose

Conduct a thorough review of the rules, regulations, methods and procedures that guide the performance of the department and update them on a regular basis. Empower the organization for suggestions that can be initiated from any level or position in the department.

Measures of Success

- Team is developed to create, review and update SOGs.
- Complete review and update of rules, regulations, methods and procedures.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Firefighter/EMT
Alexander McHugh



Firefighter/Paramedic
Kirk Rounseville



Captain/Paramedic
Chad Foakes



Objective 4 Staffing

Strategy 1	Improve Minimum Shift Staffing
Target Completion Date	2023
Active Fiscal Year	2024

Action Plan

- Explore budgeting and grant opportunities to expand shift staffing to a minimum of six (6) or more personnel.
- Fund a staffing study from an outside consultant to identify and verify minimum staffing needs.

Purpose

Institute levels of Firefighter and Fire Officer Staffing that promote personnel efficiency and safety and supports efforts to achieve accreditation and the delivery of exceptional EMS and Fire Services.

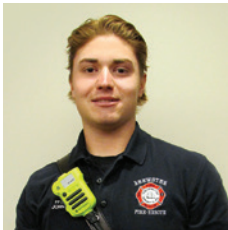
Measures of Success

- Complete a staffing study.
- Fund additional staffing requirements.
- Achieve national standards for staffing and level of service levels.
- Continue to meet the needs of the Town of Brewster.

Strategy Sponsors



Captain/Paramedic
Michael Gerlach



Firefighter/EMT
Timothy Johnson



Firefighter/Paramedic
Matthew Tucker



Firefighter/Paramedic
Gretchen Riley



Objective 4 Staffing

Strategy 2	Identify and Fill Specialized Positions
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Hire Full-time EMS Coordinator.
- Create stipend position for Part-time Fire Training Coordinator.

Purpose

Ensure that the Department has the necessary administrative and support personnel to improve operational efficiency and level of service.

Measures of Success

- Add specialized positions to improve Department performance.

Strategy Sponsors



Captain/Paramedic
Michael Gerlach



Firefighter/EMT
Timothy Johnson



Deputy Chief
Kevin Varley



Objective 4 Staffing

Strategy 3	Review OT and Callback Usage and Process
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Utilize staffing study to evaluate OT and Callback usage.

Purpose

Examine Cost/Benefit analysis of callback (overtime) vs. additional full-time personnel vs. scheduled overtime.

Measures of Success

- Complete Staffing Study.
- Determine optimum deployment of personnel.

Strategy Sponsors



Captain/Paramedic
Michael Gerlach



Deputy Chief
Kevin Varley



Objective 5 Project Management

Strategy 1	Identify, Schedule and Communicate Department Projects
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Deputy's weekly/bi-weekly departmental summary email will include a listing of current projects, the status and timeframe and assigned project manager.

Purpose

Formalize and communicate department projects and schedules to include the status and responsible project manager.

Measures of Success

- Projects and status are clearly communicated to the Department on a regular basis.

Strategy Sponsors



Firefighter/EMT
Megan Przygocki



Firefighter/Paramedic
Gretchen Riley



Deputy Chief
Kevin Varley



Objective 5 Project Management

Strategy 2	Delegate Projects and Assign Project Managers
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Identify departmental projects that can be delegated outside of administration.
- Solicit departmental volunteers as project managers.
- Develop project management guidelines to support project managers.

Purpose

Delegate projects outside of administration for better departmental participation and experience. Set and define expectations for timely project execution and project management.

Measures of Success

- Delegate projects to non-administrative members of the Department as project managers.
- Ensure success and accountability through developed project management guidelines.

Strategy Sponsors



Firefighter/EMT
Megan Przygocki



Firefighter/Paramedic
Gretchen Riley



Deputy Chief
Kevin Varley



Objective 6 Comprehensive Maintenance Program

Strategy 1	Develop a Comprehensive Department Maintenance Program
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Offload Deputy Chief with Maintenance Assistant.
- Assign non-time sensitive maintenance oversight and other projects to the Assistant.
- Formalize departmental Maintenance Program with SOG.
- Continue to utilize established computer link to report vehicle and facility maintenance and repair issues to the Deputy Chief.

Purpose

Formalize a comprehensive Department maintenance program that delegates oversight and projects where possible from the Deputy Chief to the position of Maintenance Assistant.

Measures of Success

- Identify the Maintenance Assistant.
- Assign maintenance oversight and projects.
- Develop Maintenance Program SOG.

Strategy Sponsors



Firefighter/EMT
Dean Smith



Firefighter/EMT
Matthew Morthland



Firefighter/EMT
Christopher Drumm



Firefighter/EMT
Timothy Johnson



Deputy Chief
Kevin Varley



Objective 7 Mutual Service Agreements/Mutual Aid Partners

Strategy 1	Balance Utilization of Mutual Aid Partners
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Utilize staffing study to support additional minimum shift staffing.
- Monitor usage of mutual aid partners.

Purpose

Assess the effects of improved minimum shift staffing on the utilization of Mutual Aid Partners. Achieve a balance of participation in the Mutual Aid program.

Measures of Success

- Improved minimum shift staffing.
- Balance achieved in two-way participation in the Mutual Aid program.

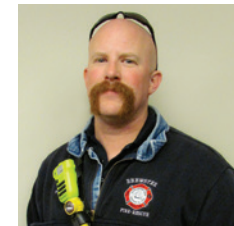
Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Firefighter/Paramedic
Matthew Tucker

Strategic Goal 4 Community Engagement



Detailed Strategy Descriptions

Objective 1: Community Communications and Coordination

Strategy 1 Identify a Department Events Coordination Responsibility

Strategy 2 Establish and Manage a Department Events Calendar

Strategy 3 Enhance Social Media Presence

Strategy 4 Reinvigorate and Regularly update the Department Website

Objective 2: Community Events & Public Safety Education

Strategy 1 Identify, Coordinate, Host and Sponsor Community Events

Strategy 2 Develop and Implement a Community Fire Safety and First Aid Education Program

Objective 3: Improve Community Involvement of Department Personnel

Strategy 1 Promote Participation of Department Personnel in Community Events and Education



GOAL 4 Community Engagement



Objective 1 Community Communications & Coordination

Strategy 1	Identify a Department Events Coordination Responsibility
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Delegate from Chief and Deputy Chief the responsibility for coordination and scheduling of Community Events.
- The Event Coordination Team, under the supervision of the Fire Prevention Officer and the EMS Coordinator, assumes responsibility for coordination and scheduling of department participation in community events and public safety education opportunities.

Purpose

Coordinate all community contact and involvement through a team that will be responsible for organizing BFD's annual Community Engagement Calendar and supporting resources.

Measures of Success

- Event Coordination Team is formed and managing community engagements.

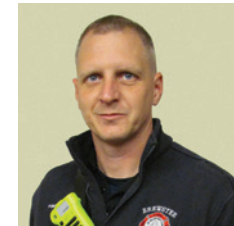
Strategy Sponsors



Administrative Assistant
Amy Handel



Firefighter/Paramedic
Kirk Rounseville



Fire Prevention Officer/EMT
Philip Burt

GOAL 4 Community Engagement



Objective 1 Community Communications & Coordination

Strategy 2	Establish and Manage a Department Events Calendar
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Develop a Department events calendar that includes all external community activities, (events and public safety education), as well as internal events including scheduled training, meetings and testing.
- Segregate/color code internal department vs. external views.
- Embed public portion of the calendar into the department website for public access.
- Make full calendar available to all Department personnel.
- Update events calendar weekly.
- Administrative Assistant assumes responsibility for management of the Department Calendar of Events.

Purpose

Develop and maintain a comprehensive Department events calendar that contains both external community and internal departmental events.

Measures of Success

- Calendar is developed.
- Calendar is regularly updated.
- Community portion of the calendar is displayed on the website.

Strategy Sponsors



Administrative Assistant
Amy Handel



Deputy Chief
Kevin Varley

GOAL 4 Community Engagement



Objective 1 Community Communications and Coordination

Strategy 3	Enhance Social Media Presence
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Move social media responsibility from administration to events coordination team.
- Update Facebook page on a regular basis.
- Investigate additional social media platforms.

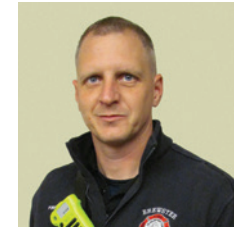
Purpose

Delegate social media responsibilities to the Events Coordination Team to support regular updating of content and evaluation of other platforms.

Measures of Success

- Improved community outreach and Department visibility.
- Improved Department participation and morale.

Strategy Sponsors



Fire Prevention Officer/EMT
Philip Burt



Firefighter/EMT
Emily Higgins



Firefighter/EMT
Brianna Griffin

GOAL 4 Community Engagement



Objective 1 Community Communications and Coordination

Strategy 4	Reinvigorate and Regularly Update the Department Website
Target Completion Date	2022
Active Fiscal Year	2022

Action Plan

- Rebuild Department website, and utilize the new town web platform.
- Provide interactive services including Permit applications and Class registrations.
- Regular updating of the Department website and public events calendar.

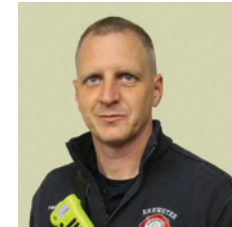
Purpose

Provide an enhanced web platform and regularly updated content to improve public utilization of Departmental information and services.

Measures of Success

- Website is rebuilt using the new Town platform.
- Website content is regularly updated including the public events calendar.
- Interactive services functionality is provided.

Strategy Sponsors



Fire Prevention Officer/EMT
Philip Burt



Firefighter/EMT
Emily Higgins



Firefighter/EMT
Brianna Griffin

GOAL 4 Community Engagement



Objective 2 Community Events & Public Safety Education

Strategy 1	Identify, Coordinate, Host and Sponsor Community Events
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Identify, formalize and post listing of Community events by category of Public Education/Training, Sponsored and Hosted.
- Selection and coordination of events participation is by the Community Events Team with approval of Department Administration.

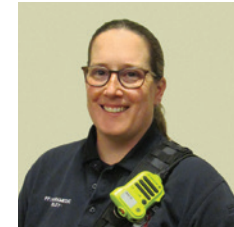
Purpose

The Community Events Team coordinates continued participation in existing community events and investigates additional participation opportunities.

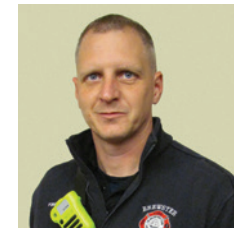
Measures of Success

- Community Events Team coordinates Department participation in community events.

Strategy Sponsors



Firefighter/Paramedic
Gretchen Riley



Fire Prevention Officer/EMT
Philip Burt



Firefighter/EMT
Emily Higgins



Firefighter/EMT
Dean Smith



Firefighter/Paramedic
Kirk Rounseville

GOAL 4 Community Engagement



Objective 2 Community Events & Public Safety Education

Strategy 2 Program	Develop and Implement a Renewed Community Fire Safety and First Aid Education
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Utilize Fire the Prevention Officer to coordinate Community Fire and Life Safety Programs.
- Utilize the EMS Coordinator to coordinate Community First Aid Safety Programs.

Purpose

Provide Fire prevention and EMS oriented educational classes and programs to promote safety, awareness and risk reduction in the community in coordination with the Master Department Events Calendar.

Measures of Success

- Effective, well-publicized and attended community educational programs.
- Loss of life and property reduced.

Strategy Sponsors



Firefighter/Paramedic
Kirk Rounseville



Fire Prevention Officer/EMT
Philip Burt

GOAL 4 Community Engagement



Objective 3 Improve Community Involvement of Department Personnel

Strategy 1	Promote Participation of Department Personnel in Community Events and Education
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Encourage participation in and provide recognition for Community events and education.
- Incorporate Community event and education participation into resume review promotional process.
- Improve participation of Union and Fire/Rescue Association in Community Events and Public Education.

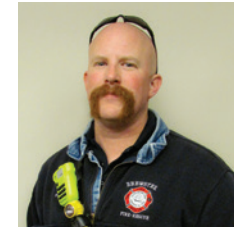
Purpose

Further engage the members and resources of the Union and Fire/Rescue Association to support Department morale and community engagement experience by the members.

Measures of Success

- BFD Union and Association include community events in their planning agendas.
- BFD Union and Association participate in and support community events.

Strategy Sponsors



Firefighter/Paramedic
Matthew Tucker



Firefighter/EMT
Dean Smith



Firefighter/EMT
Christopher Drumm



Firefighter/Paramedic
Gretchen Riley



Detailed Strategy Descriptions

Objective 1: Budget Development

Strategy 1 Coordinate Department Budget Planning with Annual Strategic Plan Review

Objective 2: Facilities & Equipment

Strategy 1 Articulate and update plan for Facilities, Equipment & Maintenance

Objective 3: Revenue Sourcing

Strategy 1 Federal, State and Local Grant Funding

Strategy 2 Support Town Funding

Strategy 3 Address Ambulance Transport Reimbursement

Strategy 4 Investigate Other Revenue Sourcing

Objective 4: Leverage New Technologies

Strategy 1 Leverage Software Applications to improve Department Productivity

Strategy 2 Evaluate Department IT Architecture and Equipment

Strategy 3 Participate in Statewide 800 MHz radio Upgrade Program

Strategy 4 Department New Technology Evaluation Process





Objective 1 Budget Development

Strategy 1	Coordinate Department Budget Planning with Annual Strategic Plan Review
Target Completion Date	Ongoing
Active Fiscal Year	Ongoing

Action Plan

- Annual review and status update of the Strategic Plan, including a three (3) year look-back becomes the basis for the fiscal year expense and capital budget.
- Chief, Deputy Chief, EMS Coordinator and Fire Prevention Officer develop the annual budget.
- Department input on major capital acquisitions.

Purpose

Coordinate development of the annual BFD Departmental budget with a review of the Strategic Plan and include appropriate input from the Department.

Measures of Success

- Strategic Plan is reviewed annually for progress and timing of action plans.
- Annual Department budget is developed.

Strategy Sponsors



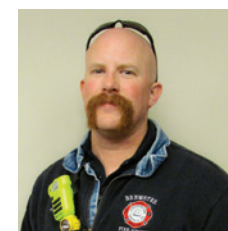
Chief
Robert Moran



Deputy Chief
Kevin Varley



Firefighter/EMT
Alexander McHugh



Firefighter/Paramedic
Matthew Tucker



Objective 2 Facilities, Equipment & Maintenance

Strategy 1	Articulate and update plan for Facilities, Equipment & Maintenance
Target Completion Date	2023
Active Fiscal Year	2023

Action Plan

- Maintain Comprehensive Plan for replacing Ambulance, Fire Service and support vehicles and equipment.
- Work with the Town of Brewster to investigate the use of Solar panels for the Fire Station.

Purpose

Capital planning that includes all service equipment, vehicles and facilities improvements.

Measures of Success

- Maintain a comprehensive Capital Plan.
- Consider solar panels for facility.

Strategy Sponsors



Captain/EMT
Daniel Kimball



Firefighter/EMT
Dean Smith



Firefighter/Paramedic
Kirk Rounseville



Deputy Chief
Kevin Varley



Objective 3 Revenue Sourcing

Strategy 1	Federal, State and Local Grant Funding
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Pursue Federal Grant Funding:
 - AFG Operations Grant
 - AFG SAFER (Staffing for Adequate Fire and Emergency Response) Grant
 - AFG Fire Prevention Grant
- Pursue State Grant Funding:
 - EMPG – Emergency Management Preparedness Grant
 - Student SAFE Grant- Fire Prevention
 - Senior SAFE Grant – Fire Prevention
- Investigate other untapped grant funding sources.
- Leverage the Town of Brewster Project Manager.

Purpose

Seek and acquire grants as additional funding to support Department expense and capital plans.

Measures of Success

- Receive sufficient grants to reduce dependence on tax-based financial support.

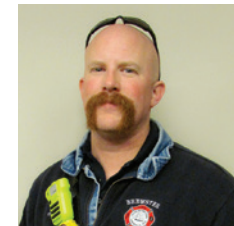
Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Firefighter/Paramedic
Matthew Tucker



Objective 3 Revenue Sourcing

Strategy 2	Support Town Funding
Target Completion Date	2022
Active Fiscal Year	Ongoing

Action Plan

- Use Strategic Plan to support continued Town funding.
- Support additional personnel funding utilizing Town funded staffing study.
- Develop other support for future Town Funding:
 - Activity Statistics
 - NFPA Standards
 - Population and Seasonal Fluctuation
 - New Buildings and Developments

Purpose

Ensure funding from the Town to support annual budgets, capital projects and strategic plan initiatives.

Measures of Success

- Annual Town funding supports strategic plan driven Department expense and capital requirements.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Objective 3 Revenue Sourcing

Strategy 3	Address Ambulance Transport Reimbursement
Target Completion Date	Ongoing
Active Fiscal Year	Ongoing

Action Plan

- Stay current on Ambulance Service Providers market pricing.
- Remain competitive in Ambulance billing rates.
- Foster and promote relationship with third party ambulance billing company

Purpose

Ensure that ambulance reimbursements continue to provide adequate Department funding.

Measures of Success

- Ambulance service reimbursements stay in sync with market pricing.
- Ambulance fund continues to support Department initiatives.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Objective 3 Revenue Sourcing

Strategy 4	Investigate Other Revenue Sourcing
Target Completion Date	Ongoing
Active Fiscal Year	Ongoing

Action Plan

- Pursue Retail Marijuana Tax – Directed to Public Safety.
- Pursue Short-term Rental Tax.
- Investigate Community Paramedicine Program.

Purpose

Ensure that additional funding sources are considered and engaged if practical.

Measures of Success

- User related taxes are, at least in part, directed to the Department.
- Community Paramedicine Program receives a determination of its viability as an activity of the Department and as a funding source.

Strategy Sponsors



Chief
Robert Moran



Deputy Chief
Kevin Varley



Objective 4 Leverage New Technologies

Strategy 1	Leverage Software Applications to Improve Department Productivity
Target Completion Date	Ongoing
Active Fiscal Year	Ongoing

Action Plan

- Investigate and deploy new software to digitize daily maintenance checks.
- Investigate and deploy new scheduling software to automate the daily tracking of time off and overtime. Takes the place of the manual calendar and is smartphone based.

Purpose

Software solutions to automate currently manual activities to improve Department productivity and efficiency.

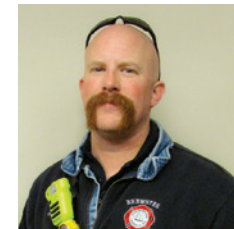
Measures of Success

- Daily maintenance checks are software enabled.
- Scheduling software automates tracking of time off and overtime.

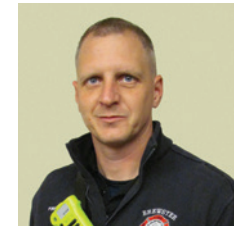
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Matthew Tucker



Fire Prevention Officer/EMT
Philip Burt



Objective 4 Leverage New Technologies

Strategy 2	Evaluate Department IT Architecture and Equipment
Target Completion Date	2023
Active Fiscal Year	2024

Action Plan

- Investigate deployment of an on-premises server to support Emergency Operations Center (EOC) autonomy.

Purpose

With the Department currently dependent on the Town’s server architecture located off-premises, an on-premises server would achieve essential autonomy at the BFD in the event of an emergency where the Emergency Operations Center (EOC) would be engaged.

Measures of Success

- Determination of the viability of an on-premises server.

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Craig DeCosta



Objective 4 Leverage New Technologies

Strategy 3	Participate in Statewide 800 MHz Radio Upgrade Program
Target Completion Date	2023
Active Fiscal Year	2022

Action Plan

- Work with the State and County to finish the upgrade to the 800MHz radio system.
- Complete the deployment of hardware.
- Install new software.
- Investigate and deploy mobile repeaters to improve Firefighter safety and emergency response connections.

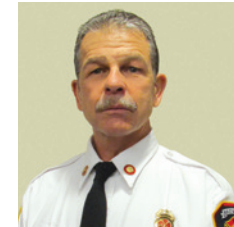
Purpose

Complete the project to upgrade to the statewide 800MHz radio system.

Measures of Success

- 800MHz radio system is operational.
- Mobile repeaters are actively utilized.
- Enhanced firefighter operational safety

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Objective 4 Leverage New Technologies

Strategy 4	Department New Technology Evaluation Process
Target Completion Date	2022
Active Fiscal Year	2023

Action Plan

- Select various personnel from the Department to assess and evaluate new technologies, dependent on the project at hand and on an as needed basis.
- Identify individuals to fill two (2) IT stipend positions as provided in the labor contract.

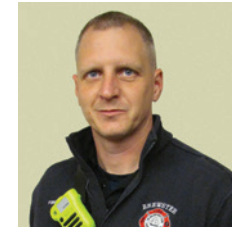
Purpose

Delegate new technology investigations and evaluations to selected Department personnel.

Measures of Success

- Non-administrative Department personnel are assigned new technology investigations and evaluations.
- IT responsibilities are delegated to two (2) stipend positions.

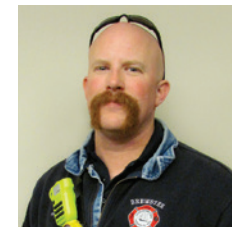
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