

Maynard Fire Department Strategic five-year Plan

Strategic plan 2018-2022



MAYNARD FIRE DEPARTMENT

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MAYNARD FIRE DEPARTMENT STRATEGIC FIVE-YEAR PLAN

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Table of Contents

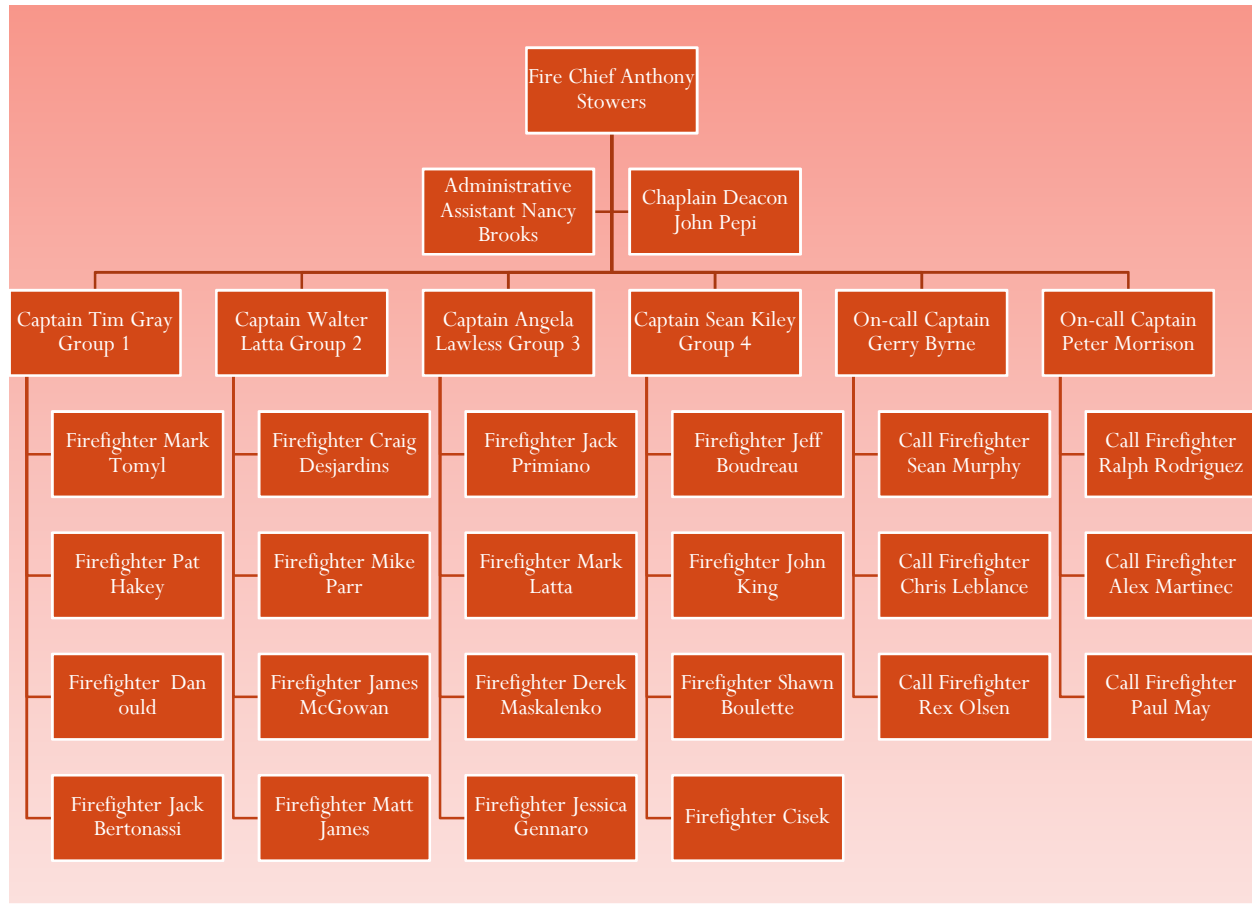
Page	Contents
1	Table of contents
2	Executive Summary
3	Introduction
4	Maynard Fire Department organizational chart
5	Mission, Vision, and Values
6	Organizational Priorities
10	Programs, Goals, and Priorities
13	Program and Action Steps
28	Conclusion

Executive Summary

The Maynard Fire Department has developed a strategic plan to help guide it through the next five years. A strategic plan is developed by analyzing an organizations strengths, weaknesses, opportunities and threats (SWOT). The goal of a SWOT analysis is to build on organizational strengths, improve on weaknesses, take advantage of opportunities and eliminate or minimize threats. The strength of this and any public safety agency is the people it is comprised of. We have a talented and engaged group of employees committed to constantly improving the service provided to the citizens and visitors of Maynard. Much of the information in this strategic plan is carried over from the plan constructed in 2012. The 2012 Strategic plan was based on a management study by a firm called Resource Management Associates, internal and external stakeholder surveys, and observations of the fire chief. Goals that were completed between 2012 and 2017 are still important and now fall into a maintenance and review category. This means that we will still monitor and modify as needed, but the basic components of the program are already in place and working. The goals that were not completed between 2012 and 2017 remain a priority, but they may also be tied to a new goal for the Maynard Fire Department to use a best practices approach. This strategic plan will serve as a blueprint for the department for the next five years, with the understanding that situations may arise that will cause us to deviate and move in another direction from time to time.

Introduction

A strategic plan is developed by organizations to give them a roadmap for success based on research, careful planning and educated forecasting. The Maynard Fire Department has developed a strategic plan keeping those criteria in mind. This plan will focus on where the department needs to go over the next five-plus years based on the last strategic plan, internal stakeholder input, past external stakeholder input, and personal observations of the fire chief, interviews with shift captains and community demographics. The intent is to use this information to implement best practices and to create specific, measurable, attainable, realistic and timely goals (SMART Goals). These goals will give the Maynard Fire Department the direction needed to move as an organization with those goals being benchmarks to measure where the organization is and what it has left to accomplish. Moving forward, the Maynard Fire Department will use this plan to help prepare for accreditation by the Commission on Fire Accreditation International, a partner with the Center for Public Safety Excellence. The concepts of this plan will also underscore the principle of organizational teamwork based on the theory that the organizational whole is greater than the sum of its individual's. This plan also takes into account community demographics, statistical data and the organization's mission and vision for the future, as well as its values as an organization, and what it has accomplished in the last five years. It is understood that while this plan is being reduced to writing, it is in fact a working document and meant to be used as a guideline and may need to be changed or modified based on unforeseen circumstances, community developments or even unforeseen funding issues.



Maynard Fire Department Organizational Chart



Mission Statement

It is the mission of the Maynard Fire Department to protect the lives and property of the citizens and visitors of Maynard from disasters both natural and man-made, with compassion, motivation, teamwork, commitment and quality fire protection and education.

Vision Statement

It is the vision of the Maynard Fire Department to provide service to its stakeholders in a fashion that is unparalleled in public service in a cost-effective manner that exceeds expectations, and to be the benchmark by which all service delivery agencies measure themselves and their progress. We shall accomplish this by continuously investing in our people, creating meaningful partnerships, evaluating our impact in the community and adapting to the needs of our stakeholders.

Core Values

Teamwork
Integrity
Commitment
Duty
Quality

Organizational Priorities

Today's fire departments have been charged with responding to a constantly increasing array of emergencies. Fire departments were first established to deal with the ever-increasing need to control the ravages of fire and reduce the impact on each respective community. Since that time we have added responses to motor vehicle accidents, industrial accidents, hazardous materials spills, service calls and most notably medical emergencies. While the responsibilities of today's fire departments have expanded, the overall mission of protecting life and property remains as true today as ever, as does our charge to reduce human suffering. In order to meet this mission successfully, fire departments have to prioritize their daily activities, we have broken down the strategy we employ to meet our mission into three distinct categories as mentioned in the introduction on the following pages.

1. ***Responding to emergency calls for service (priority one)***: It is the mission of the Maynard Fire Department to protect the lives and property of the citizens and visitors of Maynard from disasters both natural and man-made, with compassion, motivation, teamwork, commitment and quality fire protection and education. While the best approach is to *prevent* human suffering, it is not realistic to expect this to be a 100% attainable goal. Our most realistic approach to meeting this mission is performing emergency response with a highly trained and capable staff of Firefighters and Fire Officers able to meet any and all challenges presented. The Maynard Fire Department has embraced the changes we have seen in emergency response ranging from increased medical interventions such as heart attacks, drug overdoses and psychiatric emergencies to name but a few, to adapting to changes in building construction that has increased dangers to firefighters. Examples of priority 1 calls for service:

- ***Fires of all types***
- ***Medical Emergencies***
- ***Rescues of all types***
- ***Motor vehicle accidents***
- ***Hazardous materials responses***
- ***Service calls***
- ***Emergency Management and Emergency Operations Center Activities***

2. ***Preparing to respond to emergency calls for service (priority two)***: This category encompasses a wide range of activities that support priority one activities. While the main part of a fire department mission revolves around emergency response to limit or prevent human suffering, there are essential functions that support these responses. While not necessarily as visible to the general public, without such programs responses to emergency would be either non-existent or be severely diminished or inefficient increasing the cost of emergency response both in financial terms and in human suffering. While listed as the second priority, in reality priority two should be considered interdependent with priority one. We have added fire prevention activities to our list of priority two items. Fire prevention, particularly inspectional services, has a direct correlation to emergency responses as well as our commitment to reduce human suffering by preventing emergencies. Such programs are essential to the success of the organization, examples of such programs and duties are:

- ***Training***
- ***Vehicle/equipment maintenance***
- ***Communications***
- ***Fire Prevention related activities***
- ***Emergency Management Preparation and Planning***

3. *Everything that doesn't fall into category one or two(Priority three)*: While this category sits third in our list of priorities, it does encompass a large portion of our time, yet the priority on these items remains flexible enough to ensure there is no delay or deficiency in emergency service delivery. As the Maynard Fire Department plans for the future, the third priority becomes more important to the top two priorities. Examples of priority 3 classifications:

- ***Strategic planning***
- ***Budgeting for short, intermediate and long term goals***
- ***Public education***
- ***Voluntary home safety visits***
- ***Public appearances***
- ***Training classes***
- ***Station maintenance/upkeep***
- ***Continuous quality improvement programs for EMS, Training, Fire Prevention, Public Education, and Communications***
- ***Other programs***

Program, Goals and Priorities!

Program/Goal	Timetable	Supporter	Priority Category	Organizational Priority
Staffing/Operations	Ongoing	Fire Chief	1	1
Staffing/Administrative	Ongoing	Fire Chief	2/3	1
Hiring Program	Ongoing	Fire Chief/Deputy Chief/Captains	3	1
Employee Wellness	Ongoing	Fire Chief/Safety Committee	3	1
Internal Training Program	Ongoing	Fire Chief/Deputy Chief or Fire Training Captain	2	1/2
CQI for EMS	2-5 years	Fire Chief/EMS Coordinator	1	2
CQI for Public Education	2-4 years	Fire Chief/Public Education Coordinator	3	2
CQI for Fire Prevention	2-4 years	Fire Chief/Deputy Chief or Fire Prevention Captain	3	2
CQI for Internal Training	2-4 years	Fire Chief/Deputy Chief or Fire Training Captain	2	2
CQI for Communications	1 year-Ongoing	Fire Chief	1	2
Vehicle Maintenance/Replacement	Ongoing	Fire Chief/Deputy Chief or Fire Captain(s)	2	2
SOG/GO/Policy Review	Ongoing	Fire Chief/Deputy Chief or Fire Captain(s)	3	3

Maynard Fire Department Strategic five-year Plan | 1/2/2018

Budget Development/Grant	Ongoing	Fire Chief/Deputy Chief or Fire Captain(s)	3	3
RMS/Documentation/Internal IT	Ongoing	Fire Chief/Deputy Chief or Fire Captain(s)	3	2
ALS Transition	1-4 years	Fire Chief/Deputy Chief/EMS Coordinator	1	1/2
Internal Employee Development	Ongoing	Fire Chief	2	1/2
Standards of Cover/Accreditation	2-4years	Fire Chief/Deputy Chief or Captains	3	2
Fire Station Construction	2 years	Fire Chief/FSBC	1,2,3	1
Fire Prevention	Ongoing	Fire Chief/Command Staff	2	1
Emergency Management	New/Ongoing	Fire Chief/LEPC/Command Staff	1	1
Future				





Goal 1: Staffing/Operations-Action Steps

- *Use data to determine realistic staffing needs and levels for the operational division of the Maynard Fire Department and strive to meet NFPA 1710 requirements.*
- *Track anticipated community growth and estimate impact of emergency requests for service.*
- *Use data to track trends which may indicate future staffing increase needs*
- *Be cognizant of the changing and evolving needs of the community to be prepared to staff for those needs*



Goal 2: Staffing/Administrative-Action Steps

- *Track anticipated community growth and estimate impact of emergency requests for service.*
- *Use data from Inspectional Service to determine the staffing needs for the Administrative Division of the Maynard Fire Department.*
- *Use data from training records to track the need for a dedicated position to oversee departmental training.*
- *Use data from maintenance records to determine the need for a dedicated position to oversee vehicle and equipment maintenance.*

Goal 3: Hiring Practices-Action Steps

- *Ensure Human Resource best practices are being followed in accordance with the Town of Maynard policies.*
- *Promote diversity when recruiting potential Maynard Firefighters*
- *Re-focus on ethics and character assessments on potential candidate as opposed to just training and experience.*
- *Ensure due-diligence when conducting background checks.*
- *Conduct pre-employment psychological exam focusing on ethical behavior*



Goal 4: *Employee Wellness:-Action Steps*

- *Ensure employee assistance program is in place and robust.*
- *Establish a pro-active wellness/fitness program based on NFPA 1500 and consistent with NFPA 1582 and 1583 to help reduce the possibility of cancer in Maynard Firefighters*
- *Ensure employees are supported with time and equipment to meet established fitness goals*
- *Ensure employees are working in a safe environment and policies to maintain that environment are kept current and are consistent with applicable NFPA and other applicable standards*
- *Ensure the building is safe and kept in good working order and helps ensure the mission of the organization is being carried out.*
- *Ensure internal program is standards driven and reviewed annually.*
- *Ensure a robust gear inspection and cleaning program is in place*
- *Ensure employees have two sets of NFPA compliant gear and appropriate change-out procedures are in place and followed*

“The longer you work as a firefighter the more your cancer risk increases” Alex Forrest



Goal 5: Internal Training Program-Action Steps

- *Ensure employees are exposed to a comprehensive and robust internal training program focusing on firefighter safety and survival and necessary components to help employees carry out the organizational mission.*
- *Continue embracing changes in technology through training and for training such as web based programs*
- *Continue developing skills for life saving interventions such as the use of Narcan, and the Check and Inject program*
- *Develop annually a month to month training schedule driven by specific outcome based objectives. All training to be in accordance with specific standards set forth by the NFPA, OSHA, ISO and other recognized agencies.*

- *Ensure all groups are conducting and documenting training monthly.*
- *Solicit input from internal stakeholders as to where improvements can be made with the delivery of training*
- *Continuously review actual training outcomes versus predicted or desired outcomes*
- *Keep apprised of emerging techniques and approaches aimed at firefighter safety such as cancer preventing technology and programs*
- *Ensure our firefighters are as prepared as possible for the dangers of modern building construction and interior furnishings which contribute to rapid deterioration to structures and create hostile environments in which to operate*



Goals 6-10: Continuous Quality Improvement (CQI) Programs for EMS, Public Education, Fire Prevention, Training and Communications-Action Steps

- *Develop standards based benchmarks for each program area where CQI is needed.*
- *Develop criteria to measure success in meeting or not meeting the benchmarks set*
- *Set a reasonable timetable in which reviews will take place, i.e. annual, semi-annual etc.*
- *Focus on desired outcomes, specifically in area where intervention can enhance the likelihood of a desired outcome*
- *Conduct a comprehensive annual review of actual outcomes versus predicted or desired outcomes*
- *Solicit input from internal stakeholders as to where improvements or service delivery can be enhanced*
- *Make periodic recommendations to Town of Maynard By-laws as they relate to fire prevention and community risk reduction*

Goal 11: Vehicle Maintenance and Replacement Program-Action Steps

- *Continuously evaluate the fire department fleet for emerging trends and*

CQI looks for positive, and or improved outcomes in program delivery such as Public Education

Silas Marciani was recognized for his help in alerting his neighbors to a fire in his Sudbury Street apartment building on June 14. At the Sept. 19 Selectmen meeting, State Fire Marshal Peter Ostroskey presented Silas with the SAFE Young Hero Award. Ostroskey noted this is “a very small club” of only 355 awards in the past 22 years of the program.

Beacon Villager 9-20-2017

problems and solutions as they relate to vehicle maintenance

- *Continue to maintain a rigorous vehicle preventative maintenance, and maintenance program*
- *Continuously update the Town of Maynard Capital Planning Committee on the status and predicted schedule of replacement needs.*
- *Use industry best practices to estimate replacement dates in terms of fiscal years*



Goal 12: Review of Policies, General Orders and Standard Operating Guidelines- Action Steps

- *Update policies as situations change and updating is warranted such as a new piece of equipment*
- *Review policies annually to ensure they are still relevant or need of revision or removal with an eye on local, state or federal requirements*
- *Develop new policies or guidelines as the dynamics of the emergency response industry evolve and change, particularly with changes in the construction of buildings*



Goal 13: Budget Development/Grant Funding- Action Steps

- *The budget is an ongoing process built annually within the provisions set forth by the Board of Selectmen*
- *New programs based on need will be researched and added with appropriate documentation of initial cost, annual costs, replacement cost and schedule, and data regarding impact of implementation or non-implementation*
- *Plan strategically for upcoming budget years and plan appropriately for staffing, equipment, maintenance, apparatus replacement, buildings and grounds*
- *The command staff and appropriate people within the fire department structure will continue to seek appropriate grant funding for fire department initiatives*

Chief Anthony Stowers is pleased to announce that Maynard Fire Department received more than \$168,000 in the form of an Assistance to Firefighters Grant from the Federal Emergency Management Agency (FEMA).

“This grant allows us to ensure our firefighters are protected with the best possible protective equipment as they work to serve the community,” Chief Stowers said. “We are excited to move forward with updating our breathing apparatus and are grateful to FEMA for the contribution.”

8-10-2015

"The Maynard Fire Department received these needed federal funds through a competitive grant process, which speaks to both the quality of their application and the Department in general. Given the constraints on state and local budgets, competitive grant funds such as these help to maintain public safety in our communities and provide first responders with access to resources they need to save lives. Our volunteer and career firefighters sacrifice a great deal to protect our communities and it is our duty to provide them with the equipment, staffing and training they need to keep their departments running safely and efficiently"

Congresswoman Niki Tsongas 8-26-16

"We really appreciate this award from FEMA. This grant will allow us to replace an aging piece of equipment and keep our firefighters safe, without a significant cost to Maynard's taxpayers. We appreciate the hard work of the FEMA Grant Team and our Congressional Delegation for making this possible".

Fire Chief Anthony Stowers 8-26-16

*The **Maynard Fire Department** has received a **US\$3,000** fire prevention grant from FM Global, one of the world's largest commercial property insurers.*

"At FM Global, we strongly believe the majority of property damage is preventable, not inevitable," said Michael Spaziani, manager of the fire prevention grant program. "Far too often, inadequate budgets prevent those organizations working to prevent fire from being as proactive as they would like to be. With additional financial support, grant recipients are actively helping to improve property risk in the communities they serve."

"The Maynard Fire Department greatly appreciates the support of FM Global in our effort to reduce the community's risk of fire" said Fire Chief Anthony Stowers "This will tie into the efforts we already have underway here in Maynard."

3-14-2013

Goal 14: Employee Development-Action Steps

- *This is an ongoing process tied to the needs and maturity level of the organization*
- *Needs assessment performed by observation of the fire chief and input of the four shift commanders*
- *Development for the Shift Commanders will be based upon the observations of the Fire Chief and the performance of the Shift Commanders*
- *A review of current, internal employee development procedures will be evaluated based on results of previous initiatives versus desired outcomes*

Sean Kiley, a veteran firefighter with the Maynard Fire Department, has been awarded the 2012 “Norman Knight Award” for Community Service. This prestigious award is given for exemplary programs or actions in community service or public education.



Goal 15: Accreditation through the Center for Public Safety Excellence

- *Document best practices approach to training, record-keeping, vehicle repair and preventative maintenance, budgeting, employee wellness, fire prevention and community risk reduction, public education, employee recruitment/hiring/retention*
- *Document a comprehensive set of Standard Operating Guidelines aimed at best practices for each respective area of concern*
- *Document 212 areas of concern relating to accreditation*
- *Develop standards of response coverage document to demonstrate community wide response to emergency requests, identify target hazards and approach to dealing with hazard*

Standards of Response Coverage

Evaluating and defining an agencies baseline of operations.

Identifying benchmarks for achieving an agencies goals and objectives

Determining levels of service for all, or portions of a community

Measuring an agencies performance over different budget or operational years

- *Host representatives from the Commission on Fire Accreditation International*
- *Maintain high standard to remain eligible for re-accreditation at three year intervals*
- *Work with local water officials on improving the water delivery system to help with ISO and accreditation purposes*

Goal 16: Construct and adequate fire station to meet the needs of the community for the next 50-60 years. An adequate and up to date fire station is critical in helping the fire department work toward its stated mission.

- *Continue working with elected and appointed officials on a site*
- *Build community support for funding through various marketing campaigns*
- *Seeking funding for the purchase of property, and the construction of a new facility, starting in 2018*
- *Work with architects and owners project manager to design a facility that meets the needs and financial constraints of the community*
- *Work to build a modern, efficient, and most importantly, safe fire station for Maynard's Firefighters that will suit the needs of the community*
- *Monitor the project for quality work and fiscal restraint*
- *Occupy the new facility to help meet the organizational mission in 2020*

National Fire Protection Agency (NFPA)

NFPA 1

New buildings housing emergency fire, rescue, or ambulance services shall be protected throughout by approved supervised automatic sprinkler systems.

Public Welfare Goal: The public welfare goal of this Code shall be to maintain a high probability that buildings and facilities that provide a public welfare role for a community continue to perform the function for their intended purpose following a fire, explosion, or hazardous materials event.

Public Welfare Objective: Buildings and facilities that provide a public welfare role for a community shall be designed, constructed, maintained, and operated to provide reasonable assurance of continued function following a fire, explosion, or hazardous materials event.

Goal 17: Continue to improve and enhance the inspectional services division of the Maynard Fire Department.

- Continue to build relationships with residential and commercial property owners in order to maintain fire-safe buildings in Maynard*
- Continue to use technology (Maynard was among the first) to improve service delivery and efficiency during inspections*

With Fire Codes embedded into a smart checklist, StationSmarts' inspection module enables fire prevention staff to manage and schedule inspections, track past violations, generate and distribute certifications and code violations, all from a tablet or iPad.

This checklist method ensures consistency, portability of code references, and easy retrieval of prior inspections. Additionally, inspections can be sent to property owners as a PDF while still on the inspection site. No additional data entry is required back at the office, and all inspections are automatically linked to the property address.

- Continue to enhance our home safety visit program aimed at making residents safer in their own homes*

Maynard Fire to offer Home Safety Inspections

These inspections are designed to educate the resident on the dangers they face in their homes on a daily basis and some methods to reduce these hazards. The inspection will take about an hour and will involve Maynard Fire Department firefighters going through the home with the occupant to look for hazards.

Goal 18- Evaluate and enhance the Town of Maynard's Emergency Management Capability.

- *First task will be to evaluate this overall program as it is only recently back under the control of the Maynard Fire Chief, this evaluative phase may cause increased goals to be added to this document*
- *Enhance the communities communication ability both internally and with the town residents*
- *Coordinate with command staff and LEPC to develop and implement a three-year cycle of capability exercises*
- *Work to enhance and expand the relationship with the Maynard Medical Reserve Corps*
- *Develop town-wide damage assessment capability in the event of a catastrophic weather or other event*

Conclusion

The Maynard Fire Department is committed to conducting their operation with industry best practices at the forefront of our actions. We will continue our pursuit to be the emergency service agency others look to when they are striving to improve and implement best practices in their own organization. We will use this document to continue to provide the best service to the citizens and visitors or Maynard that we possibly can, and do so in an efficient and cost effective manner.

