A Message from Chief Moran  
February, 2012

As you are aware I was afforded the opportunity to lead the Brewster Fire Department after a lengthy candidate search that culminated with the start of my employment in October of 2010. One of the goals that I set during my first year of employment was to conduct a straightforward and realistic internal (policies, personnel, operations) and external (customer service) evaluation of the organization that would provide us with a template from which we could improve our operations and maintain the exceptional standards of service that our residents and visitors have come to expect.

In order to provide comprehensive emergency services to our residents and visitors to the Town of Brewster, the Brewster Fire & Rescue Department must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop viable solutions. To accomplish this goal our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens of the community, and Town policy makers with a living, breathing five year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

It is a known fact that fire and EMS services continue to change on a daily basis. The dynamic nature of the environments, community demands, staffing issues, and the current unstable economic conditions facing local towns require departments assume a proactive stance in planning short, medium, and long term organizational goals. While we acknowledge our department may not fully achieve all of the stated goals within a five year period, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In closing, I would like to thank the members of the department, community, and government officials for providing me the opportunity to facilitate the development of a document that will guide the future of the Brewster Fire & Rescue Department. As an organization, we stand committed to accepting the challenge of cultivating these strategic goals into reality, enhancing the services we offer our residents, and meeting our future vision.

Robert Moran, Fire Chief  
Brewster Fire & Rescue Department
Introduction

In June of 2011 I conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of the department. Management evaluations of this type are typically utilized to determine the internal or external forces that may have an effect on achieving the organizational goals, vision, and mission set within the strategic plan. In addition, the analysis provided department management with valuable information concerning goal development, finances, and the positive and negative aspects of the overall organization. Another component of the process included evaluating the past and current culture, programs, and services of the department, and anticipating the future by evaluating new trends, guidelines, response requirements, and standards that will have an influence on the delivery of emergency services. Particular attention was given to the current conditions and climate of the community and the potential growth and demand for services. The Brewster Fire & Rescue Department must proactively respond to these changes and events, collaborate on important issues facing our community, and assess the needs of our organization as they relate to our ability to continue to provide the comprehensive level of emergency services our residents have been enjoying to this point. The FY 2012-2016 Strategic Plan represented here is based on the findings generated by these evaluations and the future goals and objectives of the organization.

In an attempt to revitalize morale within the organization and enhance employee participation my office commissioned a working group of department members to review and revise our mission statement, develop a list of core values, and assemble a vision statement that reflects the new direction and principles of the organization. These revised philosophies and cultural beliefs destined to shape the future of the Brewster Fire & Rescue Department are included in the planning document.

The Brewster Fire & Rescue Department has provided services to the community in basically the same method for over 30 years. As the new Fire Chief I have identified the obvious fact that we have now come to a defining moment in our existence. One that requires a fundamental review of our present status and the formulation of a plan designed to assist us in reaching our future goals and the service demands of the community.

The core question that we are attempting to answer through the development of the strategic plan is, “How can we improve the Brewster Fire & Rescue Department and in what direction are we going in?” In order to develop the information required to answer this question a comprehensive look at all aspects of the department and the services we offer was completed by my office.

Based upon this thorough assessment the strategic plan included on the following pages will set short, medium, and long term organizational goals and identify the objectives that will be required to meet these targets. As with any
plan, we must recognize that the capacity to effectively achieve the identified goals significantly hinges on the ability of the organizations personnel to identify, acknowledge, and embrace the future vision of the department. I am hopeful our members are primed meet this challenge and support the goals and objectives identified in the plan.

**Executive Summary**

As with any type of future planning certain opinions have been identified and positively exploited in the development of this strategic plan. These assumptions identify the continued growth of the Towns senior population, additional visitors to the community, a continued increase in requests for fire department services, and the evolution of State and National standards as concerns that may impact the future of our organization.

Current and future operations, plans, and goals cannot be met without proper staffing levels. Current and future staffing needs are projected in the staffing section of the plan. Goals to sustain the current level of call personnel and the hiring of additional career staff have been identified and documented.

A proactive and positive approach to the future of our Fire Prevention Bureau in the areas of customer service, fire safety education, and enforcement of the State Fire Code have been developed and will remain at the forefront of our organizations future activities.

It is impossible for the members of our department to satisfactorily perform their required tasks without proper equipment, facilities, and apparatus. Our capital budget schedule has been designed to satisfy these obligations in a proactive and budget conscious manner. Replacement of our congested and inadequate headquarters facility has been identified and is addressed in the plan as a high priority item.

The health and safety of our personnel is of paramount importance to the organization. We are consistently evaluating and developing new, proactive programs and purchasing equipment designed to enhance the level of our employee’s protection against illness, injury, and death. One of our main objectives will be the development of a comprehensive voluntary wellness program to assist our members in maintaining the fitness levels required of the job while reducing their potential for health related challenges.

The Brewster Fire & Rescue Department has a reputation of utilizing a high quality internal training program developed and taught by our own personnel to cultivate the highest quality group of professional firefighters and emergency medical service personnel on Cape Cod. This hard earned and well deserved standing highlights the quality of our training committee and the instructors within our organization. Going forward, it is our intention to expand and enhance the
organizations training program through a back-to-basics approach to fire and ems operations that includes employing the latest methods and tools available in our service in a manner that supports the enhancement of the delivery of our services and the safety of our personnel. We are focused on remaining at the cutting edge of evolving technology and operational competence through our well-developed, diversified training program.

Technology in the fire service continues to change at an extremely rapid pace. Our organization has been exceedingly proactive in identifying and adapting to these changes through the definitive implementation of a plan designed to enhance our mobile computer capabilities, merge our fire and ems reporting systems, and provide our fire prevention bureau with a mobile based inspection and building pre-plan system. Staying ahead of the technological curve to ensure we maintain and enhance our levels of productivity and efficiency will be a leading component of our future activities.

Immense transitions in the area of the delivery of emergency management services have occurred across the country since September 1, 2001. In addition to this terrorist event, natural disasters such as Hurricane Katrina, wildfires, floods, nuclear releases, and tornadoes have significantly raised the public's knowledge and expectations of a community's ability to provide protection against these events. Homeland Security and the need for the development of an all hazards approach to community safety is now the foundation from which these organizations operate. With a renewed interest in proactive disaster planning and the major role our department will have during an event in Brewster we have significantly enhanced our level of participation in the Towns emergency management and disaster planning services over the past year. Future goals in this area include the continued involvement in regional based planning through the REPC, increased involvement in the Barnstable County Regional Technical Rescue Task Force, and the enhanced sharing of local resources.

Our department provides a high level of quality fire suppression, ems, and technical rescue services to the Brewster community. The fire service profession has undergone a considerable change in the type of services it offers and the methods utilized to deliver them over the past several years. We have become a virtual one stop shop encompassing all types of emergency response needs. In reply to these realities our future emergency response strategy will be to develop and implement an action plan that provides for the continual upgrade of internal response capabilities, the frequent review and enhancement of mutual aid and automatic aid agreements with our neighboring Towns along with an enhanced effort to increase to exploit regional based programs and projects. This proactive system of assertively adapting to this dynamic response environment will allow the Brewster Fire & Rescue Department to maintain its reputation as one of the leading providers of emergency services in Barnstable County.
**Organizational Background**

The Brewster Fire & Rescue Department is a combination fire department that provides fire, ems, technical rescue, and fire prevention and education services to a population of approximately 10,000 year round residents residing in an area of 25 square miles. These services are provided from one main fire headquarters centrally located within the Town of Brewster. The department consists of 12 career firefighters, one (1) Chief of Department, one (1) call Deputy Chief, one (Call Captain/Safety Officer), one (1) administrative assistant, and 32 call members.

**Mission Statement**

It is the mission of the Brewster Fire & Rescue Department to preserve life and property; promote public safety; and foster community support services in a professional manner.

**Core Values**

The members of the Brewster Fire & Rescue Department are:

**Prepared for Duty**
Serving with Integrity
Responding with Compassion
Committed to Professional Excellence

These statements of core values mean the following to the Brewster Fire & Rescue Department:

**Prepared for Duty**- means that our members will do everything possible to ensure that our organization is at an optimum state of readiness when called upon to respond at a moments notice. Our team members will be properly trained, equipped, supported, and focused on safe immediate response and customer service.

**Serving with Integrity**-this relates to how we do business. We acknowledge that truth and trust are the foundations of relationship building and delivery. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

**Responding with Compassion**-our department is a people oriented service organization focused on helping those in need. Our members will provide the highest level of fire and emergency services with utmost compassion and caring to anyone in need.

**Committed to Professional Excellence**-the Brewster Fire & Rescue Department will provide its members with the means, skills, and education to provide outstanding professional services. The organization will also achieve this excellence through a commitment to quality, respect for each person, and a workplace that is free of harassment, discrimination, and retaliation.

**Core Functions**

**Administration**
The Fire Chief is responsible for the overall management of the Department, with functions of various duties and tasks delegated to the Call Deputy Chief, Shift Captains, Fire Prevention Bureau, Administrative Assistant, working groups, and other individual personnel. This management team provides administrative control of the department, supervises the daily operations and activities of our staff, directs personnel management activities, and coordinates all training events in a system designed to achieve our primary goal of protecting the lives and property of the residents and visitors to the Town of Brewster.

**Emergency Medical Services**
Our personnel provide basic (BLS) and advanced (ALS) life support medical services, CPR training, AED training, and other community based medical programs to our residents, visitors, and the surrounding communities as requested.
Fire Suppression
Our personnel provide fire protection, public assistance, hazardous material mitigation, and technical rescue services to the Town of Brewster and the surrounding communities as requested.

Fire Prevention
Our Fire prevention Bureau is responsible for providing fire prevention/fire inspection services, fire safety education, plan reviews, smoke detector inspections, and fire investigations under the mandate of local, state, and federal laws, regulations, and standards.

Presumptions

To initiate our baseline strategic planning certain assumptions regarding the department were made: We assumed that;

- We will provide prompt, reliable service to our customers during any emergency and will train appropriately, respond rapidly, and adequately equip ourselves to mitigate all incidents.
- Our strategic plan will require periodic updates as events that shape the service demands of our customers occur.
- We cannot meet the various demands and needs of the community alone.
We need to network and communicate with other Town agencies to ensure an effective, team oriented work environment and delivery of services.

Changes of all types to the services we offer will continue to occur. It is our responsibility to identify, project, and plan to meet the challenges presented by these changes.

We must ensure that we take every advantage to interact with the public and serve them in a manner that exceeds all expectations.

We must ensure full cooperation with our mutual aid group and take every opportunity to initiate regional partnerships and opportunities.

We must be flexible enough to anticipate the needs of our customers and appropriately adjust our services accordingly.

We must prepare the next generation of department leaders through proper mentoring and succession planning.

Training is a critical aspect of safe and effective operations. It is our duty to ensure our members are trained and certified to the highest possible levels.

We will continue to serve the community as a combination type fire and ems department.

We shall assume elected officials support the efforts of our organization to provide world-class medical, fire suppression, and fire inspection services.

The level of services we offer is directly linked to the training, experience, and readiness of our personnel. It is our obligation to ensure we meet the expectations of the community and our personnel.

We must ensure that department members support and maintain a work environment that promotes equality, equity, and integrity.

**Strategic Planning Topics**

**Strategic Planning Topic #1**

**Personnel**

The Brewster Fire & Rescue Department is comprised of an outstanding group of dedicated, well trained individuals who are without question the organizations most valuable resource. Managing these personnel requires the finite balancing of the needs of a staff encompassing both career and call personnel. When managing in this environment it is important to remember that the achievements of any organization ultimately hinge upon the success and development of the employees within. In order to ensure the future solvency of our organization, the continued development of our personnel, and the sustained delivery of professional, cost effective services to the community, we have developed the following objectives to enhance our capabilities within this strategic planning category.
**Objective 1:**
Conduct workplace environment training.  

**Timeline**  
6 months

**Related Tasks:**
- Hire outside expert to conduct required training for all employees.
- Establish annual refresher training program.
- Review and comply with all Town and department personnel policies.

**Objective 2:**
Establish employee evaluation program to comply with NFPA, OEMS competency standards  

**Timeline**  
18-24 months

**Related Tasks:**
- Create a best practice system of conducting annual competency based employee evaluations.
- Provide proper training to management staff conducting annual evaluations.
- Develop and implement performance standards.
- Conduct competency evaluations

**Objective 3:**
Develop an organizational environment that promotes member commitment, loyalty, respect, and cooperation.  

**Timeline**  
6-60 months

**Related Tasks:**
- Create working group of department personnel to develop an employee recognition program.
- Develop and implement Rules & Regulations
- Continue to support social functions.
- Foster teambuilding through training and social events.

**Objective 4:**
Improve organizational communications.  

**Timeline**  
6-60 months

**Related Tasks:**
- Establish department newsletter.
- Clarify and enforce proper use of the chain of command.
- Enhance opportunity for department members to access Chief of Department.
- Improve dissemination of information from Fire Chief to department personnel.
- Improve and utilize department website for relaying information to personnel.
- Identify and establish official forum for the submission and consideration of new ideas.
- Evaluate and implement a variety of communication avenues to encourage open discussion of concerns, issues, and suggestions.
- Utilize improved communication practices to maintain high morale
- Ensure confidentiality of personal information.

**Objective 5:**
Improve management/labor relationships.  
**Timeline**  
6-12 months

**Related Tasks:**
- Develop exceptional relationships with Union personnel.
- Develop exceptional relationships with call personnel.
- Eliminate the nonconforming actions of subversive employees.
- Create working groups to empower employees to draft and/or review organizational policies and guidelines.

**Objective 6:**
Redundancy/Succession Planning  
**Timeline**  
24-60 months

**Related Tasks:**
- Conduct a job task analysis.
- Develop job descriptions for each position.
- Distribute job tasks to ensure more than one individual is competent at any given task.
- Identify, train, and mentor personnel capable of assuming command level positions

**Objective 6:**
Create a program designed to support continuous professional development of our employees.  
**Timeline**  
12-24 months

**Related Tasks:**
- Create a department specific officer training program within the established guidelines of the Commonwealth of Massachusetts.
- Continue to support and enhance the current probationary member training program.
- Utilize members of the call department as a source for future hires.
- Review the adequacy of the current department fire and ems training curriculums and utilize training committee members to initiate improvements.
- Increase and improve human resource and supervisory training programs for department officers.

**Objective 7:**

**Develop a Health/Wellness/Fitness Program.**

**Timeline**

18-60 months

**Related Tasks:**

- Utilize local subject matter experts, businesses, and department personnel to develop and support a fitness program.
- Enhance infrastructure of department owned health/fitness equipment.

**Strategic Planning Topic #2**

**Staffing**
The Brewster Fire & Rescue Department provides prompt, high quality, cost efficient fire/ems services to the residents of our community. The combination type (career/call) system that we have utilized to deliver these services has performed adequately for many years. However, at this time a decline in the availability of our call personnel coupled with increasing requests for services has adversely impacted the ability of our organization to meet the demands of the community and maintain the incident scene safety of our personnel. Currently, in order to maintain the comprehensive programs of public education, fire inspection, emergency response, facility maintenance, training, and apparatus maintenance that we have established all career personnel have multiple responsibilities assigned to them outside of their primary job duties. This is a less than adequate situation that reduces our ability to complete tasks in a timely manner, limits overall productivity of our personnel, and promotes ineffective operations. The National Fire Protection Association (NFPA) sets national fire service response and staffing standards. While these standards are not law, they are generally considered as compliance documents for fire departments and are often adopted by OSHA and other State safety and health authorities. NFPA 1710 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments) is a guiding document that specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operation responses. The document is split into the categories of fire and EMS response. The fire response directive requires the minimum response and on scene arrival of one engine company staffed by four (4) firefighters within four (4) minutes and a full first alarm (14) personnel within eight (8) minutes 90% of the time. Brewster Fire & Rescue is not capable of reaching these goals at this time. The EMS response directive requires the minimum response of an ALS unit within eight (8) minutes 90% of the time. Brewster Fire & Rescue is capable of reaching this goal for first requests for EMS services. However, during second, third, or subsequent requests for EMS services this standard is not achievable. In order to improve our current capabilities and adequately meet the future response requirements of the community and meet national standards we have developed the following objectives within this strategic planning category.

Objective 1: Hire two (2) additional career staff members. Timeline FY 2013

Related Tasks:

- Provide statistical, research based, and budgetary documentation to Finance Committee and Board of Selectmen to substantiate additional hires.
- Provide substantiation for additional personnel to the residents of the community through the effective dissemination of accurate information.
- Ensure approval of Proposition 2 ½ override at annual Town Meeting.
Objective 2:  
Recruit and train call personnel as necessary.  

Related Tasks:

- Refine and optimize the departments recruiting process.
- Utilize media outlets such as local cable television and newspapers as a method to announce call personnel recruitment efforts.
- Increase benefits (Bonus/LOSAP/Rate Increases) for call personnel.
- Assess response status of call personnel to ensure continuity of operations and familiarity with department operations.
- Evaluate response and training participation levels of call personnel and establish specific criteria. Require personnel to meet the criteria.
- Develop a target call member recruit profile, with a focus on availability and commitment.
- Facilitate the ability of personnel to meet the required participation levels.
- Continue to train new call personnel to FF I/II and EMT certification levels to assure the department is able to deliver effective core services.

Objective 3:  
Upgrade current part-time Call Deputy Chief position to FY 2014 full time.  

Related Tasks:

- Provide statistical, research based, and budgetary documentation to Finance Committee and Board of Selectmen to substantiate upgrade of position to full time.
- Provide substantiation for upgrade of position to the residents of the community through the effective dissemination of accurate information.

Objective 4:  
Create and fill the position of full time EMS Coordinator.  

Related Tasks:

- Provide statistical, research based, and budgetary documentation to Finance Committee and Board of Selectmen to substantiate the creation and filling of this position.
- Provide substantiation for the creation and filling of this position to the residents of the community through the effective dissemination of accurate information.
Objective 5:  Timeline
Establish a system to provide continual evaluation  6-60 months
of department response capabilities and the resources
required to ensure an effective delivery of services.

- Utilize statistical information to determine the effectiveness of current staffing and ability to respond to requests for service.
- Investigate alternate staffing models.
- Hire additional career firefighters as required.
- Evaluate all department requirements for consistency and validity to the stated mission, values, and goals. Implement changes as necessary.
- Evaluate and assess the statistical information provided to determine the current and future response needs of the community.
- Utilize nationally recognized response standards as a benchmark for department response and staffing policies.

Objective 6:  Timeline
Develop a staffing/response program designed to meet  6-60 months
National standards and community needs.

- Utilize statistical data to review current response deficits.
- Evaluate current emergency medical service response protocols to identify methods to meet minimum response requirements.
- Evaluate current staffing and response protocols to identify methods to meet fire based minimum staffing and response requirements.
- Investigate the enhanced use of mutual aid resources to improve fire based minimum staffing requirements.
- Strive to meet NFPA Standards

Strategic Planning Topic #3

Training
The Brewster Fire & Rescue Department has consistently provided high quality training within a system that supports a cooperative and interactive learning environment conducive to the needs of both the career and call members of our organization. Consistent and unified instruction of this type that unites our members in a constructive training atmosphere is a critical component of the overall safety and operational efficiency of our department. In keeping with our core training values of professionalism, excellence, and teamwork we have developed the following objectives to assist with enhancing the content and delivery methods of our training programs while ensuring the continued professional growth of our members.

Objective 1: 
Create an internal system that enhances and supports the use of computer based training programs. 

Timeline: 6 months

Related Tasks:

- Facilitate the ability of personnel to receive training and education by utilizing the Fire & Emergency Training Network (FETN).
- Investigate, evaluate, and implement additional computer based training programs for staff members.

Objective 2: 
Develop a department wide training/certification program comprised of national and state certification standards. 

Timeline: 12-36 months

Related Tasks:

- Conduct an evaluation of current training programs and department needs in relation to National and State standards and mandates.
- Create a tiered system of mandated certifications for all positions within department.
- Enforce the minimum performance, training expectations, and certifications required of department personnel.
- Utilize national and state certified training venues for program delivery.
- Ensure each member has access to training schedule and ability to meet requirements.
- Evaluate mandated annual refresher training and include same in department training program.
- Provide adequate staff and resources to develop and support the training program.
Objective 3:  
**Timeline**

Establish a daily training curriculum for all career firefighters  6-12 months

**Related Tasks:**

- Develop a mission oriented training curriculum for daily rotation through all shifts that encompasses basic job knowledge, skills, and abilities.
- Promote ability to train with surrounding fire departments providing mutual and automatic aid response.
- Task each shift Captain to ensure delivery of the daily shift training program.

Objective 4:  
**Timeline**

Maximize use of external fire and ems instructors 6-60 months to deliver training programs.

**Related Tasks:**

- Evaluate the type of training programs requiring external instructors.
- Contact expert instructors and request proposals.
- Review and evaluate course proposals.
- Contract with instructors for program presentation.
- Schedule, facilitate, and support the training sessions.

Objective 5:  
**Timeline**

Increase staff attendance at training sessions. 12 months

**Related Tasks:**

- Emphasize hands-on training as opposed to classroom sessions.
- Ensure training is specific to department mission.
- Utilize external expert instructors to ensure stimulating training sessions.
- Continue to improve the quality of training facilities, props, and resources.
- Implement a training program that allows for individualized, flexible training opportunities.

Objective 6:  
**Timeline**

Facilitate the ability of the training committee to develop, conduct, and maintain department training programs. 6-60 months

**Related Tasks:**

- Provide adequate resources and funding to ensure program support.
- Develop a central library of training books and other resources.
Establish a computer based training/record management system.

**Objective 7:**
Enhance and support the development and implementation of regional based training programs.

**Timeline**
6-60 months

**Related Tasks:**

- Engage mutual aid partners in developing and presenting training programs to ensure uniformity of operations, knowledge of equipment, and personnel familiarity.
- Identify possible grant funding opportunities for regional training.
- Improve participation in regional technical rescue and dive teams to ensure personnel maintain proficiency and certification levels.
- Enhance participation in regional technical rescue and dive teams to reduce cost of maintaining response capabilities in these areas.

**Strategic Planning Topic #4**

**Emergency Medical Services**
Today approximately 67% of the emergency response work being performed by the Brewster Fire & Rescue Department involves emergency medical treatment. As the general population continues to age, and the state of the Nation's healthcare industry remains uncertain, public use of fire department based emergency medical service providers will continue to rise. In fact, the Brewster Fire & Rescue Department has experienced a 25% increase in emergency medical services call volume from 2000 to 2011. In providing this service to our community the organization delivers emergency medical care at both Basic Life Support (BLS) and Advanced Life Support (ALS) levels. Our EMS Division consists of 5 Duty Squads consisting of 3 personnel trained to either Paramedic or EMT levels. These squads respond to all first medical calls from 1800-0800 daily on a six day rotating schedule. Daytime response (0800-1800) to medical emergencies is achieved through the use of on duty career staff. Additionally, it is important to recognize that, regardless of the time of day all second, third, or greater requests for EMS services will result in a full department recall in order to provide adequate staffing for the incident in addition to maintaining proper coverage at fire headquarters. Having this combination of trained personnel available on a 24/7 basis significantly improves medical outcomes from all types of emergencies and provides our residents with a first-class system of emergency medical care. However, in looking at the future of our work environment we can forecast that the increased demand for emergency medical services in the Town of Brewster is destined to continue its upward spiral. In order to satisfy these demands we will be required to efficiently and intelligently utilize our resources in a manner that supports our current levels of service and enhances our future response capabilities. To meet these new operational and administrative challenges we have developed the following objectives within this strategic planning category.

**Objective 1:**
Reevaluate zone response times and establish target response times that meet or exceed NFPA standards.

**Timeline**
12 months

**Related Tasks:**
- Evaluate and identify current response times.
- Establish a target response time utilizing national standards.
- Develop and implement a plan to meet expected response times.

**Objective 2:**
Enhance EMS training programs to increase service delivery capabilities and personnel certification levels.

**Timeline**
12-60 months

**Related Tasks:**
- Certify personnel in Neonatal Advanced Life Support (NALS).
- Provide JEMS training for elderly patient care.
- Certify Paramedics in Pre-Hospital Trauma Life Support (PHTLS).
- Certify Emergency Medical Technicians in Basic Trauma Life Support (BTLS).

**Objective 3:**
Revise current EMS Squad table of organization  
**Timeline**  
12-24 months

**Related Tasks:**
- Review effectiveness of current EMS squad schedule.
- Review availability of EMS personnel for squad assignment.
- Develop and implement program to link EMS squads to engine company on call schedule to increase operational efficiency.
- Develop working group of department members to review current Standard Operating Guidelines for consistency, accuracy, and effectiveness.

**Objective 4:**
Continue to adhere to the established two-year ambulance replacement program.  
**Timeline**  
6-60 months

**Related Tasks:**
- Develop specifications for replacement vehicles.
- If feasible, continue the current ambulance rechassis program to reduce replacement costs.
- Ensure availability of adequate funding through the ambulance receipt account.

**Objective 5:**
Investigate EMS based technological and equipment based innovations and advancements.  
**Timeline**  
6-60 months

**Related Tasks:**
- Conduct research and development on new equipment, technology advancements, and employee safety programs.
- Investigate opportunities to purchase new equipment through grant funds.
- Purchase and place in service equipment/technology designed to enhance the delivery of emergency medical services and improve patient care.
- Purchase and place in service equipment/technology designed to improve personnel safety and reduce transport related injuries.
Strategic Planning Topic #5

Fire Suppression Services

The Brewster Fire & Rescue Department provides a broad menu of emergency response services to our community. Included in these services are fire suppression, technical rescue, hazardous material mitigation, mutual aid fire, and public assistance responses. Approximately 33% of our annual responses fall within these categories. The Suppression Division consists of the Chief of Department, one Call Deputy Fire Chief, one Call Fire Captain assigned to the position of Department Safety Officer, and 36 career/call personnel divided into four engine companies. Company staffing consists of a mix of eight (8) call/career firefighters under the supervision of one (1) career Fire Captain. A large portion of these personnel are crossed trained as Firefighter/Paramedics or Firefighter/Emergency Medical Technicians. Each engine company is on a daily rotational on call system. Daytime response (0800-1800) to fire based emergencies is achieved through the use of on duty career staff and as required engine company and full department recalls. In order to satisfy future fire suppression response demands of the community, enhance personnel safety, and move toward meeting NFPA response standards we will be required to judiciously analyze our current resources, staffing levels and response capabilities over the next several to identify and implement achievable goals designed to improve our operational efficiency and effectiveness. To meet these
new challenges we have developed the following objectives within this strategic planning category.

**Objective 1:**
Investigate and employ state-of-the-art fire suppression based equipment, technology, and safety related innovations.

**Timeline**
6-60 months

**Related Tasks:**
- Conduct research and development on new equipment, personal protective gear, technology advancements, and employee safety programs.
- Investigate opportunities to purchase new equipment through grant funds.
- Purchase and place in service equipment/technology designed to enhance the delivery of fire suppression services.
- Purchase and place in service equipment/technology designed to improve personnel safety and reduce fire suppression related injuries.

**Objective 2:**
Design and implement a program designed to assist the department in meeting NFPA response and staffing standards.

**Timeline**
0-60 months

**Related Tasks:**
- Collect, evaluate and identify current response time and staffing statistics.
- Evaluate current staffing levels as they relate to NFPA standards.
- Establish target response times and staffing levels utilizing national standards.
- Develop and implement a plan to meet targeted response times and staffing levels.
- Hire additional staff (call/career) as necessary.

**Objective 3:**
Improve fire suppression incident and building pre-plan capabilities.

**Timeline**
0-60 months

**Related Tasks:**
- Develop and implement a program designed to collect building and hazard related information at high priority locations.
- Utilize shift and daytime personnel to conduct pre-plan inspections.
- Utilize computer based pre-plan software for information storage and retrieval.
- Disseminate information through mobile computers for rapid field based information retrieval.
- Partner with Fire Prevention Bureau to ensure effective program management.

**Objective 4:**


**Timeline**

12-48 months

**Related Tasks:**

- Develop working group of department members to review current standard operating guidelines (SOG’s) for consistency, accuracy, and effectiveness.
- Implement standard operating guidelines.
- Disseminate standard operating guidelines to department personnel.
- Determine and maintain updates as required.

**Objective 5:**

Review current engine company staffing levels in relation to efficient operations, effective supervision, and NFPA Standards.

**Timeline**

12-24 months

**Related Tasks:**

- Review staffing levels to determine need for additional personnel.
- Review supervisory staffing to identify the need for additional positions.

**Objective 6:**

Review current status of regional technical response teams and establish effective internal response policies to ensure participation.

**Timeline**

6-18 months

**Related Tasks:**

- Conduct review of regional hazardous material, technical rescue, dive, and decontamination response teams for efficiency and effectiveness.
- Review funding required to maintain membership versus annual budget needs.
- Review member personnel folders for required training and experience.
- Establish and maintain permanent personnel rosters.
- As determined, ensure continued involvement of the Brewster Fire Department in regional based cost-efficient response teams.
Objective 7:  
Research fire suppression based grant opportunities and apply for identified funding.  

Related Tasks:

- Research grant writing training and workshop sessions.
- Ensure attendance at training sessions by department personnel.
- Research Federal, State, and Local grant opportunities and apply for same.
- Commit to supporting and engaging surrounding communities in developing regional based grant applications

Strategic Planning Topic #6  

Fire Prevention/Inspection Bureau
The Fire Prevention Bureau is tasked with a variety of code enforcement, fire reporting, and inspection duties. The methods employed by the Bureau in completing these tasks focus on fire inspections, plan reviews, fire safety education sessions, and post-fire investigations. The office is staffed Monday through Thursday from 8:00 am to 6:00 pm. The assigned Inspector is responsible for managing the daily operation of the office in direct partnership with the Chief of Department. A recent reorganization of the Bureau included the establishment of a new four day a week office schedule which has resulted in improved customer service, enhanced operational continuity, increased opportunities for completing inspections and plan reviews, and superior coordination of services with other Town departments. Innovative and enhanced community education programs have been identified and projected timelines have been developed for their implementation. This new proactive and customer service oriented approach to completing the tasks required of the office and our commitment to ensure the daily life safety of our residents and visitors to the Town will be at the forefront of our future endeavors and goals. To meet these targets and continue to enhance the operational effectiveness of the Bureau the following objectives have been identified within this strategic planning category.

**Objective 1:**
Review operational effectiveness of the Bureau and make revisions to ensure all required tasks are completed in a cost-effective, efficient manner.

**Timeline:** 6-60 months

**Related Tasks:**

- Assess inspection requirements within community to develop a definitive list of required inspections and accurate inspection cycles.
- Ensure the bureau provides high quality, professional services to the community and other Town departments.
- Evaluate and ensure compliance with all State required inspections and mandates.
- Review current inspection schedule and revise as necessary for improved efficiency.
- Create the capability to move stored records and all future fire prevention inspection and related documents into a computer based system.
- Assess the current inspection and permit fee schedule versus cost of services.
- Support the continuing education of assigned members and provide adequate resources for task completion.
- Provide proactive support and guidance to current and future business owners in relation to fire safety compliance.
**Objective 2:**
Provide the fire prevention bureau with the capability to employ a mobile computer based fire inspection system.

**Timeline**
6 months

**Related Tasks:**

- Investigate appropriate computer hardware platforms for effectiveness in field based applications.
- Purchase and implement fire inspection and fire pre-plan software system.
- Purchase mobile laptop for fire prevention bureau.
- Ensure successful implementation and continued review and assessment of system application.

**Objective 3:**
Enhance community involvement through the improving current and implementing new fire and life safety educational programs.

**Timeline**
0-60 months

**Related Tasks:**

- Assess community fire safety education needs.
- Enhance fire department community involvement through development of new programs coupled with the improvement of current offerings.
- Establish improved relationships with community organizations and schools.
- Initiate Brewster Fire & Rescue Academy for town residents.
- Provide forum for all department members to participate in community relations and enhancement of fire and life safety programs.
- Utilize local television and community bulletin board to disseminate information via audio and video based applications.

**Objective 4:**
Improve collection of building fire pre-plan information and ensure integration into mobile based computers.

**Timeline**
6-60 months

**Related Tasks:**

- Assess current methods utilized to collect and disseminate information.
- Revise system to incorporate use of daytime personnel to conduct building pre-plans.
- Purchase and implement computer software designed to store and rapidly distribute pre-plan information to field base mobile computers.
- Ensure prompt and successful input of collected information into software system.
Provide consistent supervision of program to ensure continual effectiveness.

Strategic Planning Topic #7

Operational Budget

Budget development, implementation, and management are some of the most challenging tasks facing today’s fire service leaders. The economic difficulties that are afflicting communities across the nation have highlighted the critical responsibility placed on department administrators to ensure their organizations are capable of delivering effective emergency response services to their communities in a setting that endorses reduced funding and support. The Brewster Fire & Rescue Department fully understands this issue and is particularly aware of our obligation to develop and implement a fiscally responsive financial plan that is respectful to the future needs of the organization and the Town’s ability to provide adequate funding.

Approximately 52% or ($345,000) of the annual revenue collected from ambulance service fees is dedicated to supporting the fire departments annual budget. We feel it is critical for residents of the Town to recognize that our organization contributes a substantial portion of the funding required for the operational component of our annual budget. It is also important to recognize that any future attempt to increase this contribution will result in a direct reduction of the funding available for capital projects.

As identified in this strategic plan our short term budget requests will include funding for increased career staff in FY 13 and FY 14. An increase in our operational funding approved in FY 12 will be evaluated against future needs and a more firm long term financial plan will be developed. Particular attention will be given to balancing our needs against the ability of the community to support the organization in current and future years.

Going forward, it is our intention to utilize the internal team approach to budget development we successfully initiated in FY 12 and our newly developed relationship with the Board of Selectmen, Town Administrator, and Finance Committee as an avenue to ensure our future budget requests equitably balance the needs of the community and those of the organization.

In order to meet our commitment to future financial prudence in today’s challenging budget environment we have developed the following objectives for inclusion within this planning topic.
**Objective 1:**
Examine all department operations for efficiency and cost effectiveness.

**Timeline**
0-60 months

**Related Tasks:**
- Review all department functions on a cost-benefit, efficiency based platform.
- Identify areas open to revision and redistribution of resources.
- Identify components available for implemented cost saving strategies.
- If available, revise department functions for increased efficiencies.
- Conduct weekly reviews of department budget to maintain a high level of fiscal responsibility.

**Objective 2:**
Enhance the ability of administrators to effectively manage the budget and create an accurate financial plan.

**Timeline**
0-18 months

**Related Tasks:**
- Review budget documents for appropriate classification of expenditures.
- Review budget documents for accurate identification of line item categories.
- Revise line item designations as necessary.
- Ensure proper classification of department expenditures.

**Objective 3:**
Provide guidance and technical support to the contract negotiation committee.

**Timeline**
6-60 months

**Related Tasks:**
- Review current union contract.
- Identify areas requiring revision to meet current operational functions and standards.
- Identify components available for implementation of negotiated cost saving strategies.
- Partner with union officials to purge contract of nonessential components.

**Objective 4:**
Continually explore revenue enhancement opportunities.

**Timeline**
0-60 months

**Related Tasks:**
- Identify and apply for all appropriate individual and regional based grant opportunities.
Utilize State contract pricing and purchasing groups as presented. 
Research, request approval, and apply for Federal grant funding.

**Objective 5:**
Explore and implement regional partnerships with other emergency service providers and government agencies.

**Timeline**
0-60 months

**Related Tasks:**
- Continue to support current regional partnerships and programs.
- Research and identify joint purchasing opportunities and programs.
- Explore additional shared service opportunities and agreements.

**Strategic Planning Topic #7**

Capital Budget
The Brewster Fire Department capital budget and several other specific recurring costs are supported through the ambulance revenue account. The annual expenses which include engine and SCBA lease payments, dispatch service costs, rescue billing services, CMED fees, and other capital budget items will vary dependent on available funding and department needs. As a result, we can report that our organization actively contributes to the Town's efforts to reduce the annual tax rate and capital funding requests imposed upon our residents.

The future of our town funded capital budget requests will focus on the construction of a new headquarters facility. Many hours of work and a substantial amount of funding has been exhausted on prior station studies, planning, and design phases of the project. At this time we are renewing our commitment to this project and will reinitiate our internal working group to review and revise the former plans to coincide with our current needs and available funding. Due to a forecasted substantial reduction in the Town's debt after final payment on outstanding school construction notes and an environment within the construction industry that supports reduced building costs the optimum time to commence this venture will be within the next two to three years.

The implementation of a two year cycle of replacing ambulances has greatly enhanced our operational effectiveness, reduced our maintenance costs, and allowed us to obtain maximum use from our three ambulances during their six year life cycle. During the most recent ambulance replacement process the department initiated a program that incorporated the installation of the rear box portion of the former ambulance on a new cab and chassis. This resulted in a substantial reduction in the overall cost of the unit. Due to the recent acquisition of two new engines and a ladder truck in the past few years, major apparatus purchases for front line equipment will not be required for several years. However, our future capital plan does include the purchase of a new engine to replace the current spare 1988 unit. Based on current ambulance revenue projections town funding will be required for this purchase.

Ambulance Revenue Account Review

Beginning January of 2011 the Brewster Fire Department raised the ambulance transport and service rates charged by the Town. This fee revision was implemented to bring our rates up to industry standards. In tracking our revenue over the past 2 fiscal years we are averaging approximately $738,000 in total revenue collected during an average of 1370 transports. While our total fees charged have risen due to the rate increase the continued reduction in Medicare, Medicaid, and private insurance payments has reduced the overall total monies collected. On a good note, our collection rate remains vibrant at approximately 90%.
Using FY 2012 purchases and the past two year average of total collected fees the following is a detailed description of how the account is utilized.

Average total fees collected (FY10/ FY 11) $738,000

Special and Annual Town Meeting Expenses May 2011 (FY 2012)

- Budget Allotment $345,000
- Rescue Billing Services $10,000
- Protective Clothing $30,000
- Dispatch Service $30,000
- Technology $25,000
- AED Equipment $13,000
- Rescue Extrication Tool $20,000
- SCBA Lease $60,000
- Regional 400 Radio Grant $11,000

Total expenses (FY 2012 Town Meetings) 904,412

As you can see our expenses are significantly higher (166,412) than the average amount collected. Based on these figures it is apparent the department has been slowly using up what could be considered a small surplus of funds. Continuing on this path is a very risky proposition that will eventually lead to a negative account balance and the unfortunate collapse of the system. As you are aware the account was set up to provide capital funding to the fire department. Once the Town began using a portion of the funds (345,000 or 52.2% of the account in FY 2012) to support the fire department operating and wage budgets the funding available for other fire department expenses began to decrease. When large amounts of funding became unavailable due to declining balances lease purchase programs that stretched out payments for equipment over several years were initiated. In the short term this is an excellent idea. However, in the long term these programs will also contribute to reducing the balance and the ability to purchase additional equipment until such time the lease payments are completed. While one can understand the need to utilize a portion of these funds to offset increases in the Towns budget and limit the burden placed on our taxpayers the consistent use of the account in this manner should be
reevaluated. In recognizing this problem the Town Administrator has developed a plan to slowly reduce the utilization of these funds to offset the fire department budget over the next several years. He is expected to implement the plan in FY 2013. Based on this review of the account, the plan, which includes a $10,000 annual reduction over the next several years, may require implementation at an accelerated rate. If the account balance reaches a point where free cash is not available the fire department will be obligated to request Town provided funding to finance capital projects and operational expenses such as dispatch services, rescue billing, lease payments, ambulance replacement costs and other expenses. As of December 1, 2011 the balance in the ambulance account is $160,445.00.

While our department has a capital budget plan that identifies our short, medium, and long term needs, the method through which these purchases are completed gives our organization the opportunity to remain fluid in the scheduling of equipment acquisitions. Each year our administrative and operational staff reviews the projected capital plan and if necessary, revises the anticipated purchases to reflect our immediate fiscal year needs and available funding.

In order to meet our commitment to future financial prudence in today’s challenging budget environment and ensure the capital resources required by our department are secured we have developed the following five year capital budget plan.

*See appendix “A” for capital plan

**Strategic Planning Topic #8**

**Administration**

The Fire Chief has the overall responsibility of managing all functions of the Town’s largest governmental organization. To assist the Chief in accomplishing this task a part-time Call Deputy Chief and an Administrative Assistant are assigned to the office. The Deputy Chiefs main functions include managing the day to day operations of the department, apparatus and equipment maintenance, responding to emergency incidents as required, and directing personnel to ensure the organization continues to deliver excellent services to our customers. Based on the size of our organization (48), project coordination, and a multitude of daily required supervisory tasks the part-time Deputy position will require elevation to full time status (as indicated in the Staffing section) by FY 2014. Among a multitude of tasks, the Administrative Assistant manages all office operations including payroll, attendance records, permit applications, personnel files, and the processing of all bills and communications.

The complexity of today’s fire department operations coupled with the administrative activities required to effectively manage the personnel and budget
of a combination fire and rescue department requires a multifaceted manager who has the ability to delegate tasks to competent staff members while at the same time creating and supporting a vision of future organizational excellence. Managing a progressive fire & rescue department requires a fully staffed administrative support system capable of handling a variety of tasks. As our department moves forward and adds new technologies and services the administrative section must be prepared to capitalize on the management theory of empowering individual employees with the ability to become integral components of the department through effective communication, personal input, and a collaborative system of doing business in order to provide adequate support. This support includes the ability to research and evaluate new service delivery methods and standards, review and revise department operational needs, coordinate internal and regional based programs, implement and sustain new technological enhancements, acquire new equipment and resources for required service upgrades, and develop and support new policies and procedures. To meet these new challenges we have developed the following objectives within this strategic planning category.

Objective 1:  
Research feasibility of acquiring national accreditation through the Center for Public Safety Excellence (CPSE).  

Timeline: 12-36 months

Related Tasks:

- Develop accreditation team of department personnel.
- Review requirements of accreditation process.
- Contact CPSE for program guidance.
- Attend CPSE accreditation conference.
- Determine feasibility of implementing accreditation process in the Brewster Fire & Rescue Department.

Objective 2:  
Reduce Insurance Services Organization (ISO) Rating

Timeline: 12-24 months

Related Tasks:

- Develop an ISO review team of department personnel.
- Investigate feasibility of utilizing revised ISO rating system.
- Request ISO review of department by ISO rating division.
- Assist ISO rating personnel with information acquisition and review of department functions.

Objective 3:  
Facilitate the construction of a new Fire Headquarters facility.

Timeline: 6-60 months
Related Tasks:

- Revise internal building committee working group to review current design details in relation to current needs.
- Meet with design firm for project review and update.
- If required revise design to fit current department needs.
- Present revised plan to Board of Selectmen, Finance Committee, and Building Committee.
- Lobby for required funding.

Objective 4: 
**Timeline**
Develop Rules & Regulations to establish a baseline document detailing the requisite efficient and orderly operation of the department.  
6-24 months

Related Tasks:

- Compose written Department Rules & Regulations.
- Provide document to department members.
- Enforce Rules & Regulations as required.

Objective 5: 
**Timeline**
Review current Union employment contract for efficiency and conformity to current department operations.  
6-60 months

Related Tasks:

- Review contract and identify potential efficiencies.
- Review contract and identify areas requiring enhanced supervision.
- Review contract and identify areas and/or sections for potential elimination.
- Review contract and identify areas and/or sections for potential revision to ensure compatibility with current department operations.

Objective 6: 
**Timeline**
Ensure the department is provided adequate resources, equipment, and apparatus to maintain and enhance service delivery levels as required.  
0-60 months

Related Tasks:

- Continually evaluate department equipment and apparatus in order to assure the availability of resources to meet response needs.
- Evaluate operational budget purchases against available funding in a priority based system.
- Evaluate and revise capital budget as necessary to meet current demands.

**Objective 7:**
Enhance the department’s involvement in the Emergency Management Services Division.

**Timeline**
0-60 months

**Related Tasks:**
- Continue to ensure a sustained partnership with the members of the Local Emergency Planning Committee.
- Work cohesively with all Town departments to ensure continuity of emergency management operations.
- Ensure the Towns emergency operations center (EOC) is included in the design and construction of the new fire headquarters facility.
- Continue to meet all Federal and State training requirements.
- Continue to be a leading agency and contributor to the Regional Emergency Planning Committee.

**Objective 8:**
Review and revise standard operating guidelines for effectiveness, efficiency, and correspondence with fire and ems operational mandates.

**Timeline**
0-60 months

**Related Tasks:**
- Develop a working group of department personnel to review guidelines.
- Empower working group to revise current guidelines and create new.
- Review submitted policies for operational consistency and compliance.
- Communicate guidelines to personnel, implement, and ensure compliance.

**Objective 9:**
Review and revise department involvement in community outreach activities based upon effectiveness and cost efficiency.

**Timeline**
6-60 months

**Related Tasks:**
- Evaluate the relativity of all outreach programs as they relate to the mission of the department. Eliminate those that do not support the mission.
- Revise program delivery to increase efficiency and effectiveness.
- Create new programs to match community needs and priorities.
- Continue to deliver current menu of services/programs that meet community needs and priorities.
“Never Forget”

9/11/2001