

Community-Driven Five-Year Strategic Plan



Southborough, MA Fire Department

2022 - 2027



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Organizational Background and Introduction

Our Community

The Town of Southborough, Massachusetts is located in eastern Worcester County in the region known as Metro West. Southborough was first settled in 1660 and was officially incorporated in July 1727. The town was primarily a farming community until mills began to tap the small rivers that ran through the town. Today Southborough is predominately suburban residential with areas of commercial development consisting of mostly business offices and light manufacturing.

According to the most recent U.S. Census, the population of Southborough is 10,208. The town covers a total of 15.7 square miles with a land area of 14.1 square miles. Southborough is home to two private schools; the Fay School and St. Marks School, as well as the New England Center for Children; a private, nonprofit center for autism treatment, education and research with a global presence. A majority of the Sudbury Reservoir is also located in the town and serves as an emergency backup to the Boston metropolitan water supply.



Early Department History

On April 6, 1896 fire services were organized when citizens attending the Annual Town Meeting appropriated \$1800.00 to purchase firefighting equipment in response to two devastating fires. By June of that year the town received its' first fire engine; an 1868 "hand-tub" named "Falcon". The department's first motorized fire engine was purchased in 1920 and in 1921 the fire department was reorganized, a fire chief and assistants appointed, and new companies organized, with regular compensation fixed for the members. Over the years these paid-call firefighters and officers provided valuable fire protection and emergency services to the community including the response to numerous large fires and unwavering service during the Hurricane of 1944.



With town support, the department and its' members continued to expand community emergency and prevention services to include the entire department completing a Red Cross first aid course in 1941, delivering fire prevention education in the public schools starting in 1967, providing ambulance transport services in 1971, and completing training and certification as Emergency Medical Technicians (EMT) in 1977. In 1966 it was evident that the demand for services and the availability of members required the department to hire its

first two permanent firefighters with an additional three appointed in 1970. Additional career members would be added in the following years; however the majority of the department force would remain paid-call up through the late 1990's.



Fire Department of Today

The Southborough Fire Department (SFD) is an all-hazards, full service fire department providing emergency response, risk-reduction, and inspection services to the Town of Southborough. The department is made up of 27 men and women, both full-time and part-time on-call. The department responds to an average of 1400 requests for services annually. The majority of emergency and community responses include medical emergencies, motor vehicle crashes, building and vehicle fires, smoke and hazardous conditions, fire alarm activations, and incidents related to weather.

The department operates 24-hours a day out of the Public Safety Building at 32 Cordaville Road. The station houses the fire chief and administrative offices, the fire prevention officer, on-duty firefighters and paramedics, and all department apparatus and resources. The department's vehicle fleet is comprised of two rescue-pumper fire engines, one tower-aerial-pumper, two advanced life support ambulances, one squad-forestry, and three response vehicles. An inflatable boat and multiple support trailers round out the available inventory.



A Community-Driven Strategic Plan

Strategic planning is a management tool that provides short-term direction, builds shared vision, documents goals and objectives, and optimizes the use of resources. The department sought to go beyond the development of a basic document by creating a system of continuous improvement that actively engages the community. This community-driven approach was employed not only to obtain and identify the needs and expectations of the community, but also to develop and improve the services the department provides.

The department is pursuing international accreditation through the Commission on Fire Accreditation International (CFAI) and therefore used *Quality Improvement for the Fire and Emergency Services* for both reference and guidance to ensure the strategic plan meets the latest requirements of the CFAI accreditation model.



Message from the Fire Chief

On behalf of the men and women of the Southborough Fire Department, I am pleased to present our 2022 - 2027 community-driven strategic plan. Strategic planning is an important endeavor because it provides a sense of direction, predictability, and accountability to both the community and all members of the fire department. It also serves as a tool for guiding day-to-day decisions, while at the same time ensuring the measurement of progress when moving forward.

Our strategic plan is the result of a high level of commitment and dedication to meet the needs of the community as a whole as well as the members of our department. The process employed by the department challenged our stakeholders and members to think objectively. We recognize that the plan will require constant reassessment and evaluation as we seek to achieve our goals and objectives. Therefore, this plan is considered a working draft that is subject to change due to evolving influences and circumstances. Our guiding principle is to be responsible, accountable, and transparent. The department is committed to communicate and present all revisions or adjustments to the plan to the community, our stakeholders, and members throughout the planning period.

Steven E. Achilles
Chief of Department



External Community and Internal Employee Feedback

Understanding how the department is viewed by both those we serve and those within the organization can provide valuable feedback and information during the strategic planning process. Early on, the department identified both external and internal stakeholders; external being those in the community that have a relationship with the department through actual or potential use of services and internal being those that are employed by the department.

External (Community) Stakeholders

For the purposes of this strategic planning process, the department identified the external stakeholders to 1) establish program and service priorities, 2) establish expectations of the department, 3) identify concerns related to services, programs, and the department, and 4) identify aspects and services perceived as positive.





External Community Feedback

In June of 2021 the department developed and distributed a Community-Driven Strategic Planning Survey to the identified external stakeholder groups through direct email, a link posted on both the town and department official web pages, a link on the department's Facebook page, a press release on mySouthborough (community blog), and through the distribution of flyers to area businesses. The survey consisted of 10 questions and covered the areas previously noted (Appendix 1). One hundred and forty-one (141) responses were collected over 30 days. The results are as follows:

Top Program and Service Priorities - External

Emergency Medical Services
Fire Suppression
Vehicle Rescue and Extrication
Emergency Management
Severe Weather Response

Top Service Expectations - External

Adequate Staffing
Quick Response Times
Proper Tools and Equipment
Capable and Well Outfitted Engines / Ambulances
Trained and Competent Staff

A full list is provided in Appendix 2

Positive Aspects of Department - External

Quick Response
Professional
Competent
Courteous
Fire and EMS

Areas of Improvement - External

Communications
Public Outreach
Be More Visible
Not Sure

Community Outreach Priorities - External

CPR Training
First Aid Training
Fire Extinguisher Training
Fire Safety and Prevention
Attending School Events





Internal Employee Feedback

The department created and distributed an Employee-Driven Strategic Planning Survey to all current firefighters, officers, administrative staff, and part-time call members in June of 2021. As mentioned earlier, the survey was broader in scope than the Community-Driven Strategic Planning Survey and consisted of 38 questions. Eighty-two percent (22 of 27) of members completed the survey. The results are as follows:

Top Program and Service Priorities - Internal

Emergency Medical Services
Fire Suppression
Vehicle Rescue and Extrication
Hazardous Material Response
Severe Weather Response

Top Service Expectations - Internal

Adequate Staffing
Proper Tools and Equipment
Capable and Well Outfitted Engines / Amb
Trained and Competent Staff
Professional Staff

Positive Aspects of Department - Internal

Job Satisfaction
Job Competency - Professional Development
Facilities
Customer service
Leadership and Direction

Areas of Improvement - Internal

Officers Development
Officer Communication
Training and Education Priorities
Behavioral and Mental Health
Dispatch and Radio Communications

Community Outreach Priorities- Internal

CPR Training
First Aid Training
Fire Extinguisher Training
Fire Safety and Prevention
Attending School Events





Department Mission, Vision, and Values

Vision, mission, and value statements provide guidance and direction for an organization and its members. These statements also ensure alignment with both the community's and town's expectations of the department. Mission defines the purpose of the department. Vision establishes what the department's aspirations and goals are. Values are those core beliefs or ethics that department members expect from each other, themselves, and the department as a whole.

Key in the development of these statements is membership consensus. Through May and June 2021, the department held internal stakeholder sessions with each of the four shifts and part-time call members. Through facilitated discussions, each member had the opportunity to evaluate the department's current mission and vision statements, evaluate and collaborate on revised statements, and contribute to the establishment of values. Following the last meeting, the department developed and distributed new mission, vision, and value statements for final review by all members. With some minor modifications and corrections, this review established final consensus. The updated statements are provided below.



Mission

We are dedicated to providing quality public safety and risk reduction services to our community.

Vision

We will be a progressive, professional, and well-trained fire department, committed to excellence in the delivery of all our services.

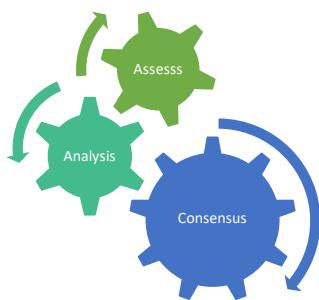
Values

- Professionalism - Demonstrated through behavior, judgement, and skill.
- Integrity - Expecting strong moral character and ethical principles of ourselves and each other.
- Competency - Committed to dynamic training, academic education, and gaining experience.
- Team - Focused on the success of all members, while at the same time valuing the contributions of each member.
- Community-Driven - Always placing the needs and expectations of those we serve first.



Identification of Critical Issues and Service Gaps

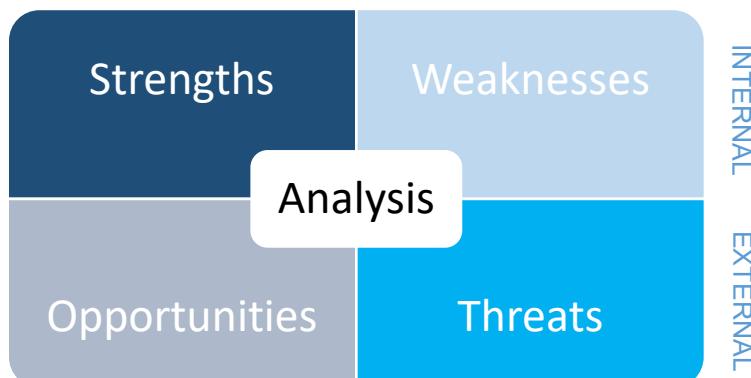
Conducting an environmental scan is valuable in determining the current state of an organization. This is often accomplished through examining and understanding internal and external relationships and how they work, stakeholder feedback, and other areas such as demographic and economic relationships. The process employed by the department in gathering this information was through an analysis of the department's strengths, weaknesses, opportunities, and threats (SWOT) by a Strategic Planning Committee (Committee). Members of the committee represented fire officers and firefighters, paramedics and EMT's, senior and junior members, full-time and part-time call members, and residents and non-residents.



Strategic Planning Committee Members		
Neal Aspesi	Lieutenant, Advanced EMT	
Scott Navaroli	OIC, Firefighter, Paramedic	Resident
David Wills	Firefighter, Paramedic	
Ben Wilmot	Firefighter, Paramedic	
John Tommaney	Call Firefighter	Resident
Andrew Dennington	Member of Selectboard	Resident
Steven Achilles	Fire Chief, Facilitator	Resident

The Committee reviewed the results and comments of both the External Community and Internal Employee surveys, and through a facilitated discussion and consensus process identified strengths and weaknesses internal to the department, along with opportunities and threats based on items or areas external to the department. All of the information gathered through the SWOT process provided the Committee an opportunity to assess the broader critical issues and service gaps through a process known as Gap Analysis. The intent of this process was comparing the current state of the department to the desired future state, and then creating a series of actions that would bridge the identified gaps.

Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) Analysis





Strengths, Weaknesses, Opportunities, and Threats

Strengths	Weaknesses
Station and Facilities	Officer Training
Customer Service	Department-wide Training
Job Satisfaction	Behavioral and Mental Health
Professional and Competent	Diversity
Respected by Community and Area Fire Depts.	Dispatch and Communications
Efficient and Effective Emergency Response	Staffing
Progressive and Use of Technology	Consistency of Line Supervision
Opportunities	Threats
Open House Events	Ambulance Service Reimbursements
Community Risk Reduction - Education	Pandemic
AED, CPR, First Aid Training to Businesses	Failure of Communications Technology
AED, CPR, First Aid Training to Public	Legislative
Performance-Based, Data-Driven Budgeting	Supply Chain Delays and Shortages
Improve Permitting, Especially Burn, Process	Extreme Weather Event, Climate Change
911 and Emergency Access Awareness	Available Entry Level Firefighters and Paramedics

Critical Issues and Service Gaps

Further analysis of stakeholder feedback, the SWOT analysis, and recommended improvements listed in the department's 2020 Community Risk Reduction – Standard of Cover document lead the Committee to identify the following critical issues and service gaps:

- Staffing
- Community Outreach
- Dispatch and Communications
- Training
- Diversity
- Officer Development
- Accreditation
- Failure of Communications or Technology
- Behavioral and Mental Health

Appendix 3 provides the complete results of the Committee's gap analysis.



Identification of Strategic Initiatives

Strategic Initiatives are key in developing the department's goals and objectives within this strategic plan. Through more focused discussions and review, the Committee determined that the nine (9) critical issues and service gaps identified should be reduced to five (5) strategic initiatives. This consensus decision ensured that the department could focus on those areas that had the highest potential for success within the projected five-year plan duration. It was also determined that those critical issues not included could be addressed in the future through the implementation of policy or procedure, collaboration with external departments and stakeholders, or are currently being addressed outside the strategic planning process.

Identified Strategic Initiatives



Formulation of Goals, Objectives, Critical Tasks and Timelines

Goals and objectives focus an organization by providing specific direction in achieving its desired future. They also serve to promote identified strengths, address weaknesses, enhance opportunities, and minimize threats. Goals are broad and strategic in nature but have clearly defined end results. Objectives are those more focused critical tasks that support goal completion. In developing and writing each objective, the Committee ensured that they were specific, measurable, attainable, realistic, and time-bound (SMART). The timeframes established are estimates in moving from implementation of the process to goal achievement. The department recognizes the importance of establishing specific start and end dates for each of the five (5) goals and will establish those throughout the duration of this planning period.



Goal 1	Establish an officer development program to prepare all members for advancement and provide contemporary leadership and management skills to current officers.
Objective 1A	Research and evaluate officer development programs used in fire and emergency services.
Time Frame	3 months
Lead	Fire Chief
Critical Tasks	<p>Review NFPA standards pertaining to officer requirements.</p> <p>List and assess programs available through the IAFF and IAFC.</p> <p>List and assess programs available through the DFS and the NFA.</p> <p>Survey area and regional fire department ODPs.</p>
Objective 1B	Develop and implement an officer development program for current and future officers to address identified gaps and needs.
Time Frame	6 months
Lead	Working Group Chair
Critical Tasks	<p>Establish an internal working group to develop new ODP.</p> <p>List and define all current officer development and training programs in department.</p> <p>Evaluate the effectiveness of each program.</p> <p>Evaluate opportunities to collaborate with area departments.</p> <p>Document any gap identified during evaluations.</p> <p>Prepare draft ODP based on all findings.</p>
Objective 1C	Review, evaluate, and revise the department's current professional development guide.
Time Frame	2 months
Lead	Fire Chief
Critical Tasks	<p>Review and evaluate current PDG to ensure it is reflective of current industry trends in fire and chief officer credentials and educational requirements.</p> <p>Evaluate CPSE designation programs that support officer development</p> <p>Working with labor, assess opportunities to revise CBA and department policies related to position and promotional prerequisites.</p> <p>Revise the department's professional development guide to address identified gaps and needs.</p>
Objective 1E	Evaluate and revise operational training funds to appropriately support new or enhanced officer development programs.
Timeframe	3 months
Lead	Fire Chief
Critical Tasks	<p>Conduct a cost analysis for the development of a new ODP.</p> <p>Develop an appropriate annual operating budget for all programs included in the new ODP.</p>



Goal 2	Improve and formalize all aspects of department training to ensure fundamental skill competency as well as developing advanced skills and practical knowledge.
Objective 2A	Research and evaluate the effectiveness of current department training programs.
Time Frame	4 months
Lead	Training Committee Chair
Critical Tasks	<p>Establish an internal training committee.</p> <p>List and categorize all current department training programs.</p> <p>Evaluate current department training policies and procedures</p> <p>Compare and contrast current training programs to NFPA and EMS professional standards.</p> <p>Assess the effectiveness of each training program.</p>
Objective 2B	Develop, revise, and implement department training programs to address identified gaps and needs
Time Frame	7 months
Lead	Training Committee Chair
Critical Tasks	<p>From Objective 2A, document any gaps from all evaluations.</p> <p>Prepare a draft, comprehensive training program for the department.</p>
Objective 2C	Evaluate and revise operational training funds to appropriately support new or enhanced training programs.
Time Frame	3 months
Lead	Fire Chief
Critical Tasks	<p>Conduct a cost analysis for the development of a new comprehensive training program.</p> <p>Develop an appropriate annual operating budget for all programs included in the new training program.</p>
Objective 2D	Research and evaluate opportunities as well as costs to establish a dedicated training and EMS officer position.
Timeframe	6 months
Lead	Fire Chief
Critical Tasks	<p>Review current roles of administrative and ancillary assignments related to training and EMS coordination and oversight.</p> <p>Evaluate current responsibilities and effectiveness of each position in meeting the mission and vision of the department.</p> <p>Survey area departments and consider best practices for the administration and oversight of training and EMS.</p> <p>Determine and document any gaps identified during all evaluations.</p> <p>Working with Labor, consider options to revise CBA to include training and EMS officer position(s).</p> <p>Develop a functional job description and required credentials for the position of training and/or EMS officer.</p> <p>Perform a cost analysis and establish budget for training and EMS officer position.</p>



Goal 3	Ensure organizational staffing levels meet day-to-day and peak service demands, published performance objectives, and industry best practices.
Objective 3A	Research and evaluate the effectiveness of current on-duty staffing based on national standards and best practices.
Time Frame	6 months
Lead	Fire Chief
Critical Tasks	<p>Review and describe current department staffing model and policies.</p> <p>Evaluate effectiveness of current on-duty, full-time, and call-member staffing in meeting the mission and vision of the department.</p> <p>Assess standard of cover and performance standards to actual staffing deployment levels.</p> <p>Compare and contrast current staffing and deployment to NFPA , NIST.</p> <p>Collect and analyze demand for services, service activities, and types of responses for the last 3 years.</p>
Objective 3B	Develop and implement a department staffing plan to address identified gaps and needs.
Time Frame	4 months
Lead	Fire Chief
Critical Tasks	<p>Determine and document any gaps identified during all evaluations.</p> <p>Consider and present alternative staffing levels and implementation plans.</p> <p>Develop a staffing plan based on all evaluations.</p>
Objective 3C	Research and evaluate financial impacts to appropriately support a new or enhanced department staffing plan.
Time Frame	3 months
Lead	Fire Chief
Critical Tasks	<p>Perform a cost analysis and establish budget for new staffing plan.</p> <p>Evaluate funding sources for new staffing plan.</p> <p>Forecast impact of new staffing plan over multiple years.</p> <p>Consider phased in staffing plan to minimize or lessen financial impact.</p>



Goal 4	Expand and strengthen community risk reduction efforts to improve prevention, education, and mitigation measures to all age groups.
Objective 4A	Identify, review, and prioritize specific risks to the community.
Time Frame	4 months
Lead	Fire Chief
Critical Tasks	<p>Review current SOC, specifically the risk analysis sections, to confirm risks are still applicable and current.</p> <p>Evaluate and update community risk assessment sections of SOC.</p> <p>Prioritize specific risks to the community and its members identified in evaluations.</p>
Objective 4B	Research and evaluate the effectiveness of current department community risk reduction programs.
Time Frame	6 months
Lead	Fire Prevention Officer
Critical Tasks	<p>List and categorize all current CRR efforts and programs.</p> <p>List and assess programs available through the NFPA, IAFF, DFS, FEMA, and MEMA.</p> <p>Survey area and regional fire department CCR efforts and programs.</p> <p>Evaluate current effectiveness of current CCR efforts and programs in meeting the mission and vision of the department.</p> <p>Evaluate current effectiveness of current CCR efforts and programs in addressing department's Community Risk Analysis / SOC document.</p>
Objective 4C	Revise, develop, and implement a comprehensive community risk reduction program that addresses gaps and needs.
Time Frame	6 months
Lead	Fire Prevention Officer
Critical Tasks	<p>Determine and document any gaps identified during research and evaluations.</p> <p>Prepare a draft, comprehensive CCR program for the department.</p>
Objective 4D	Research and identify funding sources to establish and maintain a comprehensive community risk reduction program.
Time Frame	3 months
Lead	Fire Prevention Officer
Critical Tasks	<p>Perform a cost analysis and establish budget for new CCR program</p> <p>Identify and evaluate funding sources for new CCR program.</p> <p>Forecast financial impact of new CCR program over multiple years.</p>



Goal 5	Develop and implement a behavioral health education, prevention, and intervention program that is both easily accessible and confidential.
Objective 5A	Research and evaluate behavioral and mental health programs used in fire and emergency services.
Time Frame	4 months
Lead	Working Group Chair
Critical Tasks	<p>Establish a working group to review and develop a behavioral health education, prevention, and intervention program.</p> <p>List and assess programs available through the IAFF and IAFC.</p> <p>List and assess programs available locally, regionally, and in state.</p> <p>Survey area and regional fire department's for programs used.</p> <p>Review NFPA standards pertaining to mental and behavioral health.</p>
Objective 5B	Develop and implement behavioral and mental health program to address identified gaps and needs.
Time Frame	6 months
Lead	Working Group Chair
Critical Tasks	<p>Evaluate opportunities to collaborate, use, or share services with town and area departments.</p> <p>Document any gap identified during evaluations.</p> <p>Prepare draft program based on all findings.</p>
Objective 5C	Research and identify funding sources to establish and maintain a department behavioral and mental health program.
Time Frame	3 months
Lead	Fire Chief
Critical Tasks	<p>Conduct a cost analysis for the development of a program.</p> <p>Develop an appropriate annual operating budget for all aspects of a new program.</p> <p>Research and identify gaps in health care insurance coverage for behavioral and mental health.</p> <p>Work with town and Health Care Insurance Group to improve gaps identified in research.</p>



Glossary of Terms, Acronyms, and Abbreviations

Accreditation	A process by which an agency or association evaluates and recognizes a program of study or institution as meeting certain predetermined standards or qualifications.
CBA	Collective Bargaining Agreement
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
DFS	Department of Fire Services (MA)
EMS	Emergency Medical Service(s)
EMT	Emergency Medical Technician
FD	Fire Department
FEMA	Federal Emergency Management Agency
IAFC	International Association of Fire Chiefs
IAFF	International Association of Fire Fighters
ISO	Insurance Services Office
MEMA	Massachusetts Emergency Management Agency
NFPA	National Fire Protection Association
NIST	National Institute of Standards and Technology
ODP	Officer Development Program
SMART	Specific, Measurable, Attainable, Realistic, and Time-bound
SWOT	Strengths, Weaknesses, Opportunities, and Threats



Appendix 1 Community-Driven Survey 2021

Relation to Department

Resident
Property Owner - Non Resident
Business Owner – Non Resident
Town Employee
Town Board or Committee Member
Public / Private School Employee
State Employee
Visitor

Interactions with Department

Emergency Call to Home or Business
Emergency Call on Street or Highway
Vaccination Clinic
Inspection of Home or Business
Public Education Event
Visit to Fire Station
In Person Interaction – Informal
In Person Interaction – Department Business
Phone Inquiry
Social Media
None

Program and Service Priorities (Prioritize Service Programs provided by the Department)

Emergency Medical Services
Fire Suppression
Vehicle Rescue and Extrication
Emergency Management
Public Education
Community Outreach
Alarm, Smoke Detector, and Code Inspections
Hazardous Materials Response
Severe Weather Response such as Power Lines Down, Fallen Trees, Flooded Basements

Service Expectation Priorities (Rank in order of preference Expectations of the Department)

Adequate Staffing of Fire Engines and Ambulances
Quick Response Times
Proper Tools and Equipment
Capable and Well Outfitted Fire Engines and Ambulances
Trained and Competent Firefighters and EMTs
Professional Staff
Caring and Compassionate Staff
Proactive Use of Technology
Availability of Staff to Answer Questions
Reasonable and Predictable Budgets
Data Driven Decision-Making
Operations based on Best Practices and National Standards

Community Outreach and Public Education (Prioritize types of Community Involvement the Department should provide)

CPR Training
First Aid Training
Fire Extinguisher Training
Fire Safety and Prevention Programs
Attending School Events
Attend Business Events
Attending Public Events
Blood Pressure Checks
Home Safety Checks
Smoke and CO Detector Checks
Station Tours
Citizen Fire Academy Program
Program for Junior Firefighters and EMTs

What Does the Department Do Well?

How Can the Department Improve?

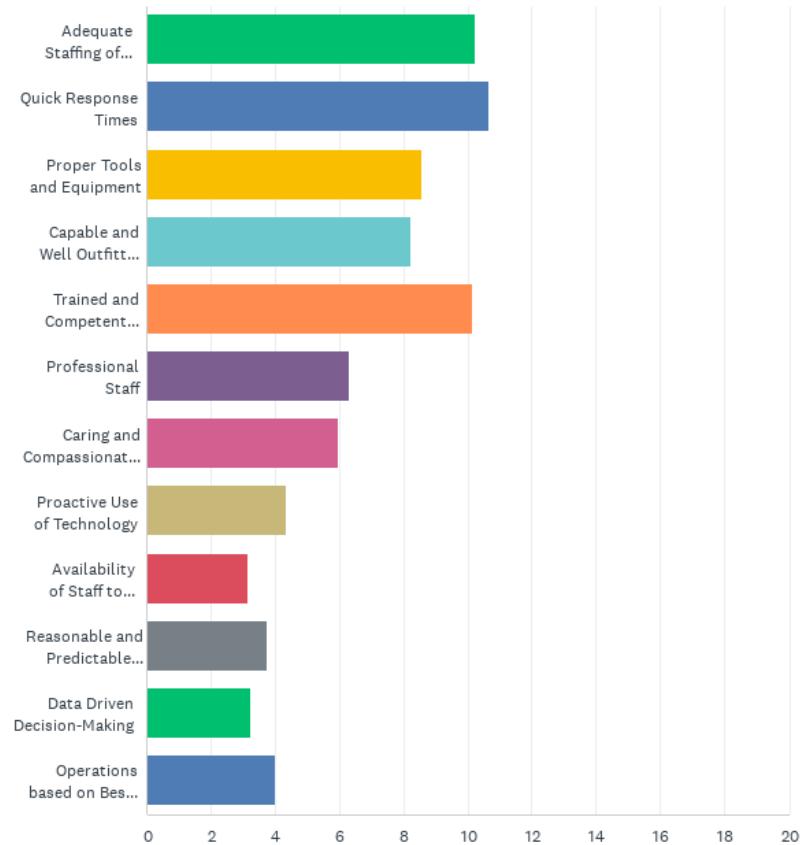
What Services Should the Department add?

What Services should the department eliminate?



Appendix 2 Community Expectations – Complete List

Q4 Prioritize your Expectations of the Department.





Appendix 3 Strategic Planning Committee's Gap Analysis

SWOT	Current	Desired
Staffing	<p>Ability to deploy 4 via 1 Engine and 1 Ambulance to single incident within 10 minutes or less, 90%, Alarm to Arrival. Dispatch to on scene 8.5.</p> <p>Limited ability to deploy 2 via Engine or Ambulance to two simultaneous incidents</p> <p>Limited ability to supplement additional SFD responders to duty crew within 15 minutes.</p> <p>Supplemental responders are available through recall or use of FPO or Chief (day)</p> <p>The department does not meet NFPA Standard 1710 for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments Chapter 5, Section 5.2.3.1.1 Engine company minimum staffing of four on-duty members.</p> <p>For EMS – Moderate Risk Event response, (3) three of the on-duty members are required for transport. In this event when total on-duty staffing is four (4), only one (1) member is available to respond to next incident or provide system coverage until recall supplements or ambulance returns to service.</p>	<p>Minimum staffing of 5 or 6</p> <p>On-duty staffing increase at known high demand period(s)</p> <p>On duty minimum staffing of 3 or 4 on engine</p> <p>Minimum of three (3) paramedics on-duty.</p>



TOWN OF SOUTHBOROUGH FIRE DEPARTMENT

SWOT	Current	Desired
Community Outreach		
	Provide SAFER program to K-3 once a year	CPR - First Aid - Stop the Bleed
	Provide SAFER program to Seniors once a year	Fall prevention - medication accident
	Initiated 10 minute CPR program with 8 trained members and proper equipment in May 2021 with no classes held to date.	More CPR, and injury and fire prevention to adults
	Open house infrequently Social media – frequently – Facebook and web page	Access to FD - More Kids Expand technology presence
SWOT	Current	Desired
Training		
	Shift Lieutenant assigned ancillary duty of Training Officer	Dedicated Training Officer - not assigned to duty shift
	Call Members attend 1 three hour training session a month	
	No full department training (department drill) held since 2019 Company level fire training developed by Training Officer, delivered by shift officer once a month	Dedicated training budget Training Committee - More input and transparent
	Shift Paramedic assigned EMS Director	Dedicated EMS Officer - not assigned to duty shift
	EMS recertification training primarily webinar or online	practical -EMS training for all levels
	Company level EMS training developed by EMS Director, delivered by shift officer maybe once a month DFS training and certification held off site	Med Control - practitioner led training High risk, high and low frequency training.



TOWN OF SOUTHBOROUGH FIRE DEPARTMENT

SWOT	Current	Desired
Dispatch / Communications	<p>Dispatch and Emergency Communications Center (ECC) is combined police and fire, house at PSB, staffed by 1 dispatcher a shift, 24 hours a day.</p> <p>The ECC is under supervision and budget of the police department.</p>	<p>Reliable - predictable - resilient EC infrastructure.</p> <p>Separate - Independent department</p>
	<p>The ECC does not meet NFPA Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, Chapter 7, Section 7.3 of having a minimum of 2 (two) telecommunication operators on at all times.</p> <p>The ECC total staff is 4 full time and 1 part-time</p>	Staffing of 2.
	<p>Supervision of the ECC is assigned to a line police sergeant.</p>	Dedicated qualified supervisor
	<p>There is limited to no ability to provide additional dispatcher to duty dispatcher during high volume or complex incidents.</p>	
	<p>The ECC is accredited as part of Police Department through the Massachusetts Police Accreditation Commission.</p>	
	<p>The ECC is not accredited by the Association of Public-Safety Communications Officials (APCO) or other independent such as Commission on the Accreditation of Law Enforcement Agencies (CALEA).</p>	
	<p>Performance standards from NFPA 1221 Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems, Chapter 7, Section 7.4 related to time benchmarks has not been adopted. (Call answering 15 seconds or less 90 % of time, 20 seconds 95%, Call processing 60 seconds, 90% of time for high priority.)</p>	Meet standard



TOWN OF SOUTHBOROUGH FIRE DEPARTMENT

SWOT	Current	Desired
	The fire department operates with APX motorolla mobile and portable radios on UHF 471.4250	Multi-band portable and mobile radios
	Each member of the fire department is assigned a mobile radio; inventory purchased in 2014.	
	Incident alerting, status and recall / paging of personnel is done through three separate programs.	Single systems.
	Incident status, location, and preplan is not readily available in responding apparatus.	Dispatch and Incident information easily available in apparatus and on mobile phones.
SWOT	Current	Desired
Diversity		
	The current duty firefighting / officer staffing of the department is 19 white males and 1 white female.	Sensitivity - alignment to Community diversity
	The FPO and Fire Chief identify as white males	Blind resume reviews
	The department's Admin identifies as a white female	Advertise positions to encourage diversity
	The current call member staff is 5 white males and 1 white female	Diversity - Bias training for all members
	No members of the department have publically identified as LBGTQ	



TOWN OF SOUTHBOROUGH FIRE DEPARTMENT

SWOT	Current	Desired
Officer Development		
	Appointments to the rank of lieutenant require FO 1 within 18 months	FO I as prerequisite
	Appointments to rank of captain require FO 2 within 18 months	FO II as prerequisite to Captain.
	The Position of OIC has no requirements	Entry level requirements for OIC
	The position of OIC is assigned as needed	OIC as permanent position
	Officer development training is available through DFS or NFA	Succession planning for FF to Chief
	There is no Officer or OIC probationary program	Officer and OIC probationary training.
	There is no required annual educational requirement for Officers or OICs	Required annual training / education.
	There is no degree requirement of OIC, lieutenant, or captain	Formal degree requirement for ranks.
	Performance Appraisals are completed annually with professional development goals for next year jointly agreed upon by Chief and Officer.	Leadership training for all members
SWOT	Current	Desired
Accreditation		
	The department has completed a SOC / Community Risk Analysis in 2020 based on CFAI model	Update SOC
	The department is in process of strategical planning based on CFAI model	Complete Strategic Plan
	The department is a Registered Agency with CFAI	Move to Applicant Status. Become Accredited



TOWN OF SOUTHBOROUGH FIRE DEPARTMENT

SWOT	Current	Desired
Behavioral - Mental Health		
	The department has provided 1 training between 2019 and 2021 on CISM.	Annual training on CISD, CISM, Peer Support, Mental Health for all members
	The town uses MIIA (Massachusetts Inter-local Insurance Association) EAP Program.	Add fire department chaplain. Assigned Counselor.
	Fire District 14 CISD Team is an available resource post incident or event.	Create CISM procedure, policy, manual. Add members to District Team
		Health Insurance - Improved MH access Peer Support - IAFF
SWOT	Current	Desired
Failure of Communication or Technology		
	The department operates / uses the following technologies: cellular, wifi, internet, two-way radio, land-line phone.	Issue multi-band portable radios.
	The fire chief, officer phones are ATT First Net	Expand First Net
	The department pages through internet and cellular	Internet and Cellular options, backups. Streamline alerting systems.
	Critical services that need power, internet network, cellular, and wifi are Station Alerting and Paging.	Generator Redundency. Streamline products.
	The department uses Zello for cellular based two-way radio communications – non-emergency.	Back-up ECC and EOC locations
	IT is overseen by town IT director	Have onsite or back-up IT person