

ORLEANS FIRE-RESCUE

Strategic Plan

Fiscal Year 2021 through 2025



ORLEANS
FIRE-RESCUE



Mission Statement

The Town of Orleans Fire Rescue Department is a dedicated professional organization committed to serving the community protecting life, property, and the environment through performance of Fire Suppression and Prevention, Emergency Medical and Rescue Services and Community Outreach and Education.

Vision Statement

The most esteemed Fire Rescue organization on Cape Cod achieved through operational excellence, enhanced training and professional development, effective communications, robust community engagement and a focus on a culture of wellness and values.

Core Values and Beliefs

We will build an enduring Department that:

- Upholds Service before Self in the Finest Tradition of the OFD.
- Takes pride in and preserves our valued reputation.
- Consistently conducts all relationships with honesty, transparency, integrity, empathy and respect.
- Creates a team-oriented workplace that values both team and personal accountability.
- Continuously improves our service performance, processes and skills.
- Celebrates victories along the way.

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MESSAGE

from the Chief



Geof Deering
Chief of Department

I am proud to present the Orleans Fire-Rescue Department's strategic plan for 2021-2025. This plan is a culmination of the strong work of a team of dedicated firefighters across all ranks of our Department. In order to provide comprehensive fire, rescue, and emergency medical services to the citizens and visitors of Orleans, the Orleans Fire-Rescue Department must continuously improve, solve problems, collaborate on issues, understand community needs and develop viable solutions. The strategic planning process allowed us to evaluate all aspects of how we provide service to our community, how to become a better and more vibrant organization, and compare ourselves to industry standards and best practices. Then we developed a plan to ensure that we do the very best we can with the resources available.

The development of this strategic plan is a first of its kind in the Orleans Fire-Rescue Department. It reflects the concerted effort of all Department members to define and refine our mission, vision, and core values and then to step forward together into the future. The goals outlined in the plan focus on improving our people, the Department, operations, facilities, and further engagement with our community.

In closing, I would like to thank the members of the Department for their support and insight during the strategic planning process. It is a privilege to see the men and women of the Orleans Fire-Rescue Department actively engage in an ongoing improvement process. Our members' commitment to this strategic planning process clearly shows their unwavering devotion to the community of Orleans. As your fire-rescue Department, we stand united and committed to making these strategic goals a reality, enhancing the services we provide, and meeting the future needs to best serve our community.

Geof Deering
Chief of Department

ORGANIZATIONAL OVERVIEW

The Orleans Fire-Rescue Department consists of 30 professional men and women from diverse backgrounds, all dedicated to providing fire suppression, emergency medical response, rescue and other life protecting services to the Town of Orleans and surrounding communities. The Town of Orleans is a scenic, vibrant Cape Cod community of approximately 6,000 year-round residents, with an estimated summer population of 20,000. Orleans is comprised of 14.1 square miles total land area with another 8.5 square miles of water. The Orleans Fire-Rescue Department responds from one fire station on Eldredge Park Way. In Fiscal Year 2021, the fire Department operating budget was \$2.9 million dollars.

As first responders, all members of the Orleans Fire-Rescue Department have a multitude of emergency medical and fire suppression-related responsibilities and duties that vary not only day-to-day, but sometimes minute-by-minute. All front-line personnel are cross-trained as firefighters and either Paramedics or Emergency Medical Technicians (EMT). The Department operates on a four-group system. Full time personnel work 24 hour shifts with a duty cycle of on-off-on-off for five days. Each group is made up of a Captain, a Lieutenant, and three firefighters. There is a minimum of four personnel on duty for each shift. Additionally, the Department has five on-call firefighters.

All 911 calls for the Town of Orleans are answered by the Barnstable County Sheriff's

Office Communications Center. The center uses modern 911 and computer-aided dispatch programs, as well as highly trained dispatchers, to provide first-class emergency communications for Orleans. This center also coordinates mutual aid responses to neighboring towns, as well as communications between our ambulances and Cape Cod Hospital.

The Orleans Fire-Rescue Department also maintains a safety presence at Nauset Beach during the Summer and Fall. A seasonal Beach Emergency Medical Technician program is staffed by four seasonal EMTs who provide public safety, emergency medical care, and public education. The first of its kind on Cape Cod, this program addresses the safety concerns of the visitors to Nauset Beach and recognizes the presence of sharks near shore. EMTs assigned to Nauset Beach respond using specially equipped all terrain vehicles and work closely with the Orleans Natural Resources Department including Harbor Patrol, Lifeguards and Beach staff.

In addition to front-line personnel, the Orleans Fire-Rescue Department is supported by a Chief, Deputy Chief, Fire Inspector, Emergency Medical Services Coordinator, and a Principal Clerk. These members provide organizational oversight, policy direction, financial management, ambulance administration, fire prevention/inspection, and community relations for the Department. The primary responsibility is to provide our frontline personnel with the knowledge, equipment, and support necessary to respond to the community's

needs while being good stewards of public funds and ensuring alignment with the Department's Strategic Plan, goals, and objectives.

Department Facts

Department Founded.....	1922
FY21 Budget.....	\$2,971,117
Calls for service	(Calendar Year 2019) 2690

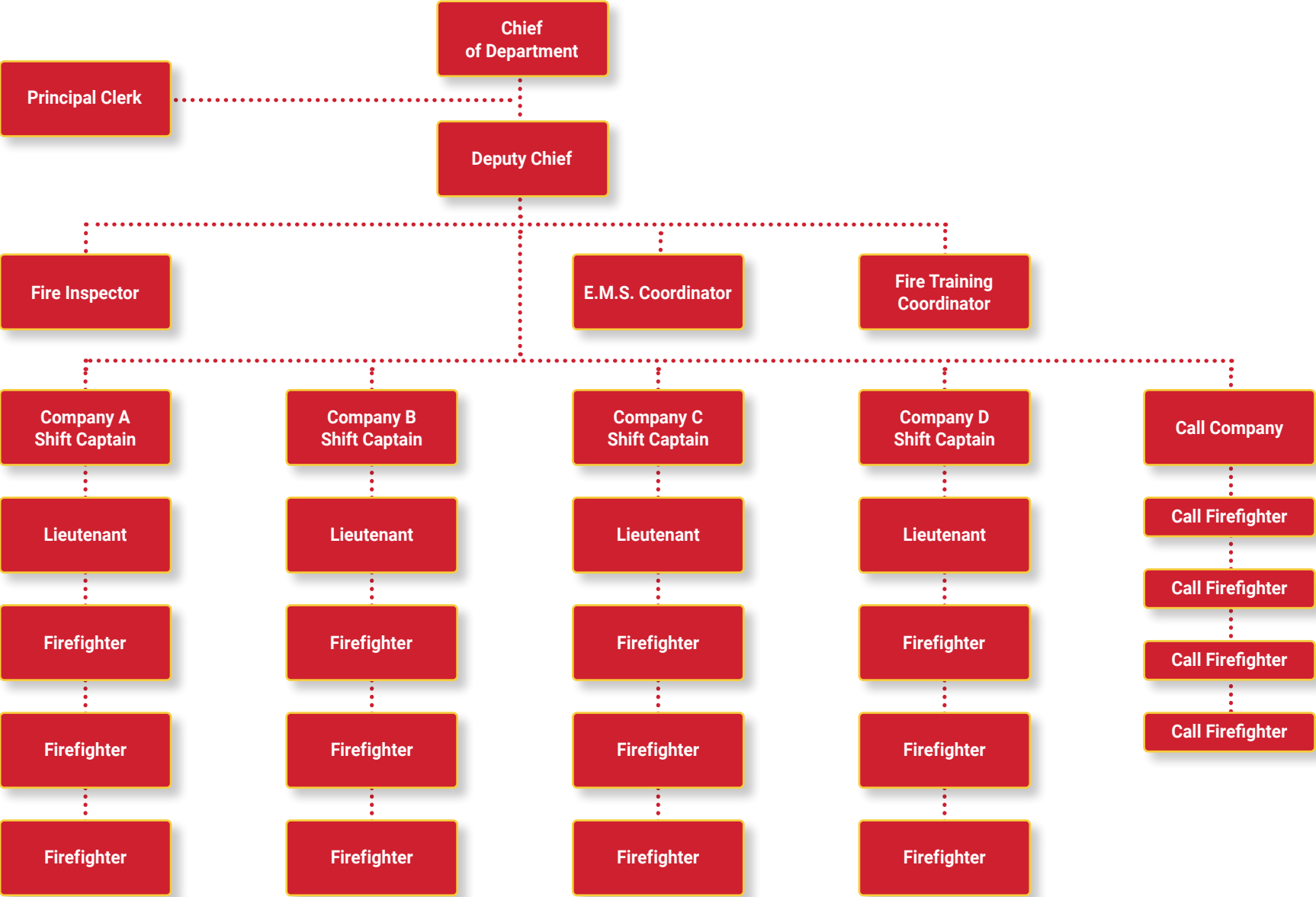
Personnel

Fire Chief	1
Deputy Chief	1
Captains.....	4
Lieutenants.....	4
Firefighters	12
Fire Inspector	1
Emergency Medical Services Coordinator	1
Call Firefighters	5
Principal Clerk	1

Vehicles and Equipment

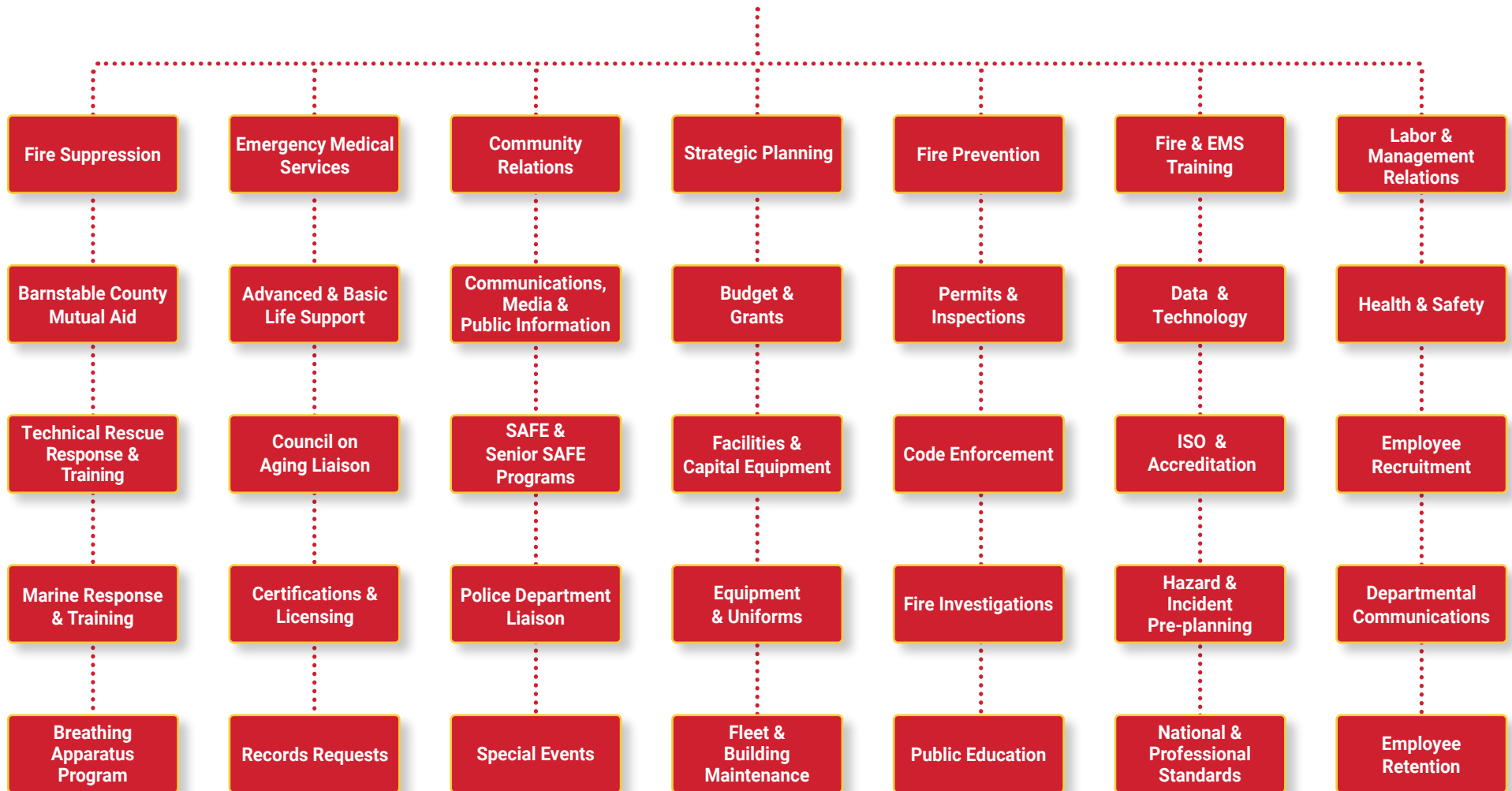
Engines	2
Tower Ladder.....	1
Ambulances	3
Forestry Truck	1
Special Hazards Unit.....	1
Utility vehicle	1
ATVs.....	2
Boats.....	2
Support Vehicles.....	4

ORGANIZATIONAL CHART (Traditional)



ORGANIZATIONAL CHART (Functional)

Administration



PLANNING PROCESS & IMPLEMENTATION

Strategic Planning

WHAT IS STRATEGIC PLANNING AND WHY IS IT IMPORTANT?

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

STRATEGIC PLANNING PROCESS (CLASSICAL APPROACH)

A "classic" strategic plan has several distinct parts but basically can be viewed as two (2) phases, 1. Visioning, and 2. Planning. Visioning begins with what is commonly referred to as a SWOT Analysis, (Strengths, Weaknesses, Opportunities, Threats), which lays out what an organization is defined by today, (S,W), and what the organization may be defined by or encounter in the future,(O,T). The SWOT Analysis becomes the basis for the creation of the Mission and Vision. The Mission, or "Mission Statement", articulates the fundamental purpose of an organization; what it is and does today, and is the platform for the journey to the future.

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

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

execution of each strategy is supported by a Tactical Action Plan, which describes or lists what needs to be done, by whom and when.



PLANNING PROCESS & IMPLEMENTATION

OFD Strategic Process

The Orleans Fire Rescue Department (OFD) strategy planning process was initiated due to two (2) driving forces:

- 1.) A key recommendation from the “Fire Department Staffing and Organizational Study”, performed by Emergency Services Consulting International (ESCI) completed in February 2020, and
- 2.) The firm commitment by the new OFD leadership team to embark on a unifying process that would chart a new course for the Department for the next five (5) years and bring the team together in full participation and ownership in their future.

The Strategic Planning process for the Orleans Fire-Rescue Department began in March 2020 amidst the beginning of the COVID-19 pandemic and its ensuing restrictions for gatherings and live interpersonal communications. The development team consisted of the entire OFD membership as the internal “working group”, the Chief and Deputy Chief and the services of the strategy and management consultant utilized for the development of the previous Orleans Police Department Five Year Strategic Plans (2014-2019, 2020-2024) to design and facilitate the strategic planning process.

The consultant met with the OFD leadership team in March and in April 2020 virtually via

Zoom to develop a workable process challenged by the restrictions of COVID-19 protocols. Initially, the consultant developed a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) lifting information from the ESCI study as a basis. To strive for full participation and inclusiveness while moving the process along despite the pandemic, the full OFD membership was solicited via email for their confidential SWOT input in early May as a virtual substitute for what would have been the first of a series of working group meetings. The consultant then consolidated both the ESCI and OFD SWOT information.

Beginning in June, and lasting through October 2020, a series of four (4) working group meetings were held in-person at the OFD facility utilizing the ambulance bay with doors open for ventilation and observing COVID-19 protocols. The first “live” group meeting was held on June 16, 2020 and covered training on the strategic planning process, a review and editing of the consolidated SWOT analysis, and then focused on the development of a new Mission statement, Core Values and Beliefs and the creation of a Vision statement. The second meeting of the group on July 28, 2020 reviewed the newly created Mission and Vision statements, Core Values and Beliefs and developed Strategic Goals as the pillars of the new plan. The third group meeting, held on August 25, 2020 was devoted entirely to the development of Objectives for

each Strategic Goal. With the considerable amount of material yet to develop relative to Strategies and Tactical Action Plans, a smaller working group was assembled to tackle this last part of the planning process. This “small working group” included the Chief and Deputy Chief, three other OFD members and the consultant. Four (4) small working group meetings were held on September 24, September 30, October 6 and October 20, 2020 in the Community Room of the Orleans Police Department facility, (observing COVID-19 protocols), to develop Strategies and Tactical Action Plans for each of the Objectives previously developed. Chief Moran from the Brewster Fire Department joined the first meeting and provided valuable input in the areas of professional development, training and operations. The final full working group meeting was held on October 29, 2020 to review and edit the final versions of the plan elements which comprised the first strategic plan draft. The results of all four full working group meetings and four small working group meetings were loaded into the strategic plan template that serves as the final plan report.



PLANNING PROCESS & IMPLEMENTATION

OFD Strategic Process (Continued)

REVIEW, ACCOUNTABILITY & IMPLEMENTATION

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

BUDGET CONSIDERATIONS

All initiatives depicted in this Strategic Plan are either currently represented in the existing Town of Orleans Capital Plan or are budget neutral to the Orleans Fire Department operational budget for FY 2021.



ACKNOWLEDGMENTS

Strategy Consultant

Per John Ostman
Ostman Business Strategy, LLC

Orleans Fire-Rescue Department

Chief of Department
Geof Deering

Deputy Fire Chief
Timothy M. Gula

Strategic Planning Working Group

Captain
Kevin Delude

Firefighter
Dana Medeiros

Firefighter
Jesse Rancourt

Department Members

Captain
Peter Vogt

Captain
William Reynolds

Captain
Chester Burge

Lieutenant
Aaron Burns

Lieutenant
Doug Edmunds

Lieutenant
Joseph Lang

Lieutenant
Thomas Pellegrino

Fire Inspector
Gregory Baker

Emergency Medical
Services Coordinator
Leslie Vasconcellos

Firefighter
Steven Thomas

Firefighter
Wayne Robillard

Firefighter
L. Michael Pires

Firefighter
Scott Renkainen

Firefighter
Ryan McGrath

Firefighter
Brandon Henderson

Firefighter
Kyle Simkins

Firefighter
Benjamin Nickerson

Firefighter
Henry Rex

Principal Clerk
Melissa Clayton

Call Firefighter
Timothy Delude

Call Firefighter
Matthew Andre

Call Firefighter
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Call Firefighter
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Town of Orleans
Media Operations
Coordinator

Sarah Eaton

GOALS & OBJECTIVES

Goal 1 Personal and Cultural Wellness	Goal 2 Operations Excellence	Goal 3 Training and Professional Development	Goal 4 Facilities, Equipment and Technology Deployment	Goal 5 Community Education and Engagement
Objective 1 Identify and Develop Personal Wellness Programs	Objective 1 Reinvent OFD Planning Process	Objective 1 Adopt NFPA 1021	Objective 1 New/Renovated Facility Plan	Objective 1 Management and Coordination of Events and Educational Programs
Objective 2 Enhance Labor Management Relationship	Objective 2 Address Industry Standards to Improve Operations	Objective 2 Identify Minimum Annual Training Requirement and Certifications	Objective 2 Develop Equipment Acquisition Plan	Objective 2 Improve OFD Community Communications
Objective 3 Redefine Recruitment Program	Objective 3 Improve Organizational Model	Objective 3 Develop a Training Manual and Guidelines	Objective 3 Equipment Preventive Maintenance and Replacement Program	Objective 3 Rejuvenate/Reinvigorate Fire Associations
Objective 4 Improve Staff Retention	Objective 4 Address OFD Response Time	Objective 4 Develop New Recruit Onboarding Program	Objective 4 New Technology Deployment	
	Objective 5 Address Requirements of NFPA 1620	Objective 5 Create a Performance and Accountability Culture		
	Objective 6 Data Collection and Deployment			
	Objective 7 Address NFPA 1500 Chapter 4			

STRATEGIC PLAN Format Overview

Goal

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

Objectives

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

Strategy

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

Target Completion Date

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

Active Fiscal Year/Funding Graph

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

Action Plan

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

Purpose

Why the Department is implementing the strategy.

Measures of Success

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

Strategy Sponsor

OFD employee who has been tasked with implementing the defined strategy.

GOAL 2 Operations Excellence

Objective 2 Address Industry Standards to Improve Operations

Strategy 2	Seek accreditation from Center for Public Safety Excellence (National Commission for Fire Accreditation)
Target Completion Date	2025
Active Fiscal Year/Funding	2023

Action Plan

- Identify a team and leader to oversee progress.
- Set plan and timeline for accreditation paperwork submissions and site visits.
- Meet the standards in the 10 Categories.
- Budget necessary funding.

Purpose

Provide a stretch goal and framework for self-evaluation in 10 categories that drives many strategic plan initiatives. This unique recognition would be a major achievement for the OFD and addresses the core Vision of this plan to be the most admired fire rescue organization on Cape Cod. Attaining accreditation results in a superior functioning fire-rescue organization and also enhances the success of future grant funding.

Measures of Success

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

Strategy Sponsors



Chief of Department
Genf Deering



Deputy Fire Chief
Timothy M. Gula

Orleans Fire-Rescue Strategic Plan FY21 to FY25

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STRATEGIC GOAL 1 Personal and Cultural Wellness

Detailed Strategy Descriptions

Objective 1 Identify and Develop Personal Wellness Programs

- Strategy 1 Provide wellness resources to address the unique requirements of Firefighters and EMTs
- Strategy 2 Individualize Wellness Plans

Objective 2 Enhance Labor Management Relationship

- Strategy 1 Redefine Organization and Internal Communications
- Strategy 2 Structured Department Meetings and Agendas
- Strategy 3 Update OFD Rules and Regulations

Objective 3 Redefine Recruitment Program

- Strategy 1 Leverage Labor Contract to Attract New Recruits
- Strategy 2 Improve OFD Marketing Communications
- Strategy 3 Participate in recruiting events and related in-person marketing opportunities.

Objective 4 Improve Staff Retention

- Strategy 1 Formalize Employee Recognition
- Strategy 2 Career Development Program



GOAL 1 Personal and Cultural Wellness

Objective 1 Identify and Develop Personal Wellness Programs

Strategy 1 Provide wellness resources to address the unique requirements of Firefighters and EMTs.

Target Completion Date 2023

Active Fiscal Year/Funding 2022

Action Plan

- Re-examine and re-emphasize Town Employee Assistance Program (EAP).
- Investigate IAFF (International Association of Firefighters) Wellness Programs and resources.
- Investigate Critical Incident Stress Management Wellness Programs and resources.
- Investigate costs and acceptability of other wellness programs.

Purpose

Provide necessary augmentation of the existing Town EAP to properly address the special and expanded needs of Firefighters and EMTs. Preserve privacy, remove stigma and anxiety of personnel. Provide for specialized counseling.

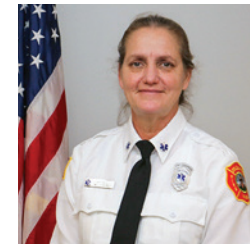
Measures of Success

- Improved longevity of service.
- Reduce sick and/or injury leave time.
- Improved well-being of individuals and the Department as a whole.

Strategy Sponsors



Firefighter
Dana Medeiros



Emergency Medical Services Coordinator
Leslie Vasconcellos

GOAL 1 Personal and Cultural Wellness

Objective 1 Identify and Develop Personal Wellness Programs

Strategy 2 Individualize Wellness Plans

Target Completion Date 2025

Active Fiscal Year/Funding 2023

Action Plan

- Develop Individual Wellness Plans to address nutrition, physical fitness, mental/emotional health and financial health.
- Provide incentive and rewards for participation and completion of program milestones.
- Schedule Wellness time.
- Phase-in and provide evaluations, screenings and physicals to address NFPA 1582.
- Address Wellness initiatives in labor/management negotiations.
- Include Wellness requirements in design of any proposed new/renovated facility (e.g. Air Quality, Training and Fitness facility, Alert systems lighting and sound), consider reduced or no stairs.

Purpose

Invest in the well-being of staff and improve the effectiveness of wellness programs by tailoring various menu programs to individual needs.

Measures of Success

- Improved recruitment, retention and performance.
- Reduction of sick days.
- Reduction of injuries and time inactive due to injuries.

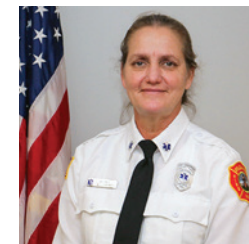
Strategy Sponsors



Lieutenant
Thomas Pellegrino



Firefighter
Ryan McGrath



**Emergency Medical
Services Coordinator**
Leslie Vasconcellos

GOAL 1 Personal And Cultural Wellness

Objective 2 Enhance Labor Management Relationship

Strategy 1 Redefine Organization and Internal Communications

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Create traditional and functional organization charts.
- Define communication routes within the organization.
- Have all staff members use town email accounts.
- Define and set expectations of an open-door policy with the Chief and Deputy Chief.
- Define common goals as a basis for ongoing labor/management negotiations.

Purpose

Build, sustain and preserve trust and respect between command and staff personnel while enhancing the performance of the organization through collaborative activity and decision-making. Improve openness while preserving the chain of command and information. Build a culture focused on Responsibility and Accountability, not Authority.

Measures of Success

- Improved Morale.
- All Department staff communicate on common platform.
- Open communications with OFD Leadership.
- Create ongoing labor/management agenda.

Strategy Sponsors



Chief of Department
Geof Deering



Fire Inspector
Gregory Baker



Lieutenant
Thomas Pellegrino

GOAL 1 Personal And Cultural Wellness

Objective 2 Enhance Labor Management Relationship

Strategy 2 Structured Department Meetings and Agendas

Target Completion Date 2021

Active Fiscal Year/Funding 2021

Action Plan

- Set regular schedule and agenda for Labor and Management meetings.
- Set regular schedule and standard agenda for Chief and Deputy Chief meetings.
- Set regular schedule and standard agenda for Command Staff meetings.
- Set regular schedule for Full Department meetings.
- Set framework for daily Officer in Charge/Deputy Chief Meetings.
- Develop and maintain a status-board/dashboard of Departmental metrics.

Purpose

Provide framework, structure and schedule for interdepartmental meetings and communications to improve information flow through the Department.

Measures of Success

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

Strategy Sponsors



Deputy Fire Chief
Timothy M. Gula



Fire Inspector
Gregory Baker



Lieutenant
Thomas Pellegrino

GOAL 1 Personal And Cultural Wellness

Objective 2 Enhance Labor Management Relationship

Strategy 3 Update OFD Rules and Regulations

Target Completion Date 2024

Active Fiscal Year/Funding 2022

Action Plan

- Create a committee to review, update and manage the rules, regulations and operating procedures for the Department.
- Review and update all rules, regulations, methods and procedures of the Department.
- Investigate and utilize various software and application solutions for managing this process.

Purpose

Conduct a thorough review of the rules, regulations, methods and procedures that guide the performance of the team and update on a regular basis.

Measures of Success

- Complete review and update of the rules, regulations, methods and procedures.
- Ongoing operation of the responsible committee.
- Successful utilization of software and /or application tools.

Strategy Sponsors



Chief of Department
Geof Deering



Deputy Fire Chief
Timothy M. Gula



Fire Inspector
Gregory Baker

GOAL 1 Personal And Cultural Wellness

Objective 3 Redefine Recruitment Program

Strategy 1 Leverage Labor Contract to Attract New Recruits

Target Completion Date 2024

Active Fiscal Year/Funding 2023

Action Plan

- Investigate expansion of the living radius limit to expand the available pool of talent.
- Remain current on and include market area cost of living, pay levels and benefits to ensure competitiveness.
- Provide professional development and career incentive programs.

Purpose

Improve competitiveness of salary and benefits to successfully recruit desired Firefighter and EMS talent to fill open positions in the Department.

Measures of Success

- Increased pool of Firefighter and EMS candidates.
- Improved quality of candidates.
- Increased employment longevity of Department personnel.

Strategy Sponsors



Chief of Department
Geof Deering



Firefighter
Jesse Rancourt



Firefighter
Brandon Henderson

GOAL 1 Personal And Cultural Wellness

Objective 3 Redefine Recruitment Program

Strategy 2 Improve OFD Marketing Communications

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Improve OFD Website.
- Continue to build and support an OFD social media presence.
- Create an OFD video.
- Create a “What Does OFD Offer” Brochure.

Purpose

Improve OFD visibility and messaging to the marketplace of potential candidates.

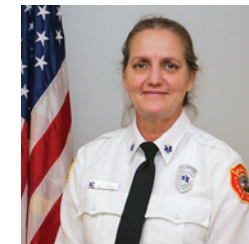
Measures of Success

- Social media hits.
- Website analytics.
- Improved candidate pool.

Strategy Sponsors



Lieutenant
Doug Edmunds



**Emergency Medical
Services Coordinator**
Leslie Vasconcellos



Firefighter
Dana Medeiros

GOAL 1 Personal And Cultural Wellness

Objective 3 Redefine Recruitment Program

Strategy 3 Participate in recruiting events and related in-person marketing opportunities.

Target Completion Date 2025

Active Fiscal Year/Funding 2022

Action Plan

- Participate in teaching opportunities at The Cape Cod Community College, Fire Academy, etc.
- Participate in Job fairs and other impactful recruiting events.

Purpose

In-person market outreach to attract candidates.

Measures of Success

- Number of teaching opportunities.
- Number of market events.
- Improved candidate pool.

Strategy Sponsors



Firefighter
Dana Medeiros



Firefighter
Brandon Henderson

GOAL 1 Personal And Cultural Wellness

Objective 4 Improve Staff Retention

Strategy 1 Formalize Staff Recognition

Target Completion Date 2021

Active Fiscal Year/Funding 2021

Action Plan

- Create a staff recognition committee to oversee activity.
- Develop and hold recognition events that include families and the community on a regular basis.
- Organize and deliver length of service awards on a regular basis.
- Recognize promotions on a regular basis.
- Recognize great saves and other efforts of significance.
- Coordinate events with Fire and Rescue Associations.

Purpose

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

Measures of Success

- A regular flow of valued recognition.
- Improved morale.
- Improved staff retention.

Strategy Sponsors



Chief of Department
Geof Deering



Firefighter
Dana Medeiros



Lieutenant
Doug Edmunds

GOAL 1 Personal And Cultural Wellness

Objective 4 Improve Staff Retention

Strategy 2 Career Development Program

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Identify and communicate Department career pathways and trajectories.
- Develop individualized career development plans.
- Develop and assign career mentoring resources.

Purpose

Provide understanding of and support for career advancement opportunities within the Department.

Measures of Success

- Improved morale.
- Improved staff retention.
- Improved overall staff advancements.
- Improved operational performance.

Strategy Sponsors



Lieutenant
Joseph Lang



Captain
Kevin Delude

STRATEGIC GOAL 2 Operations Excellence

Detailed Strategy Descriptions

Objective 1 Reinvent OFD Planning Process

Strategy 1 Engage in Strategic Planning

Objective 2 Address Industry Standards to Improve Operations

Strategy 1 Improve Insurance Services Office (ISO) Rating

Strategy 2 Seek accreditation from Center for Public Safety Excellence

Objective 3 Improve Organizational Model

Strategy 1 Review and Achieve Effective Shift Staffing Levels

Strategy 2 Improve Support Structure

Objective 4 Address OFD Response Time

Strategy 1 Improve OFD response time to meet industry standards

Objective 5 Address the requirements of NFPA 1620 (Pre-incident and Special Hazard Plans)

Strategy 1 Update and further develop Pre-incident and Special Hazard Plans

Objective 6 Data Collection and Deployment

Strategy 1 Improve Statistical Analysis and Reporting

Objective 7 Address NFPA 1500 Chapter 4 (Safety Committee)

Strategy 1 Meet NFPA 1500 Safety Standards. Build on this accomplishment to improve ISO rating and achieve accreditation.



GOAL 2 Operations Excellence

Objective 1 Reinvent OFD Planning Process

Strategy 1 Engage in Strategic Planning

Target Completion Date 2021

Active Fiscal Year/Funding 2021

Action Plan

- Create Initial 5-year Strategic Plan.
- Implement Strategic Plan.
- Develop Scorecard to measure results and progress.
- Review annually in September prior to next FY Budget development.

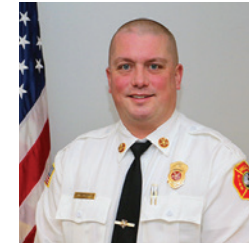
Purpose

Provide a holistic vision-driven and participatory process in Department planning and decision-making. Use as the basis of all future planning and decision-making.

Measures of Success

- Produce 5-year Strategic Plan.
- Confirm results and progress.

Strategy Sponsors



Chief of Department
Geof Deering



Firefighter
Kyle Simkins



Emergency Medical Services Coordinator
Leslie Vasconcellos

GOAL 2 Operations Excellence

Objective 2 Address Industry Standards to Improve Operations

Strategy 1 Improve ISO Rating

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Identify team and leader to oversee progress.
- Review Insurance Services Office requirements.
- Set plan for improvements.

Purpose

Achieve higher Insurance Services Office rating through operational improvements that enhance response time and effectiveness.

Measures of Success

- Improve OFD current Insurance Services Office rating of 4 to 2.

Strategy Sponsors



Deputy Fire Chief
Timothy M. Gula



Captain
Kevin Delude



Firefighter
Kyle Simkins

GOAL 2 Operations Excellence

Objective 2 Address Industry Standards to Improve Operations

Strategy 2 Seek accreditation from Center for Public Safety Excellence (National Commission for Fire Accreditation)

Target Completion Date 2025

Active Fiscal Year/Funding 2023

Action Plan

- Identify a team and leader to oversee progress.
- Set plan and timeline for accreditation paperwork submissions and site visits.
- Meet the standards in the 10 Categories.
- Budget necessary funding.

Purpose

Provide a stretch goal and framework for self-evaluation in 10 categories that drives many strategic plan initiatives. This unique recognition would be a major achievement for the OFD and addresses the core Vision of this plan to be the most admired fire rescue organization on Cape Cod. Attaining accreditation results in a superior functioning fire-rescue organization and also enhances the success of future grant funding.

Measures of Success

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

Strategy Sponsors



Chief of Department
Geof Deering



Deputy Fire Chief
Timothy M. Gula

GOAL 2 Operations Excellence

Objective 3 Improve Organizational Model

Strategy 1 Review and Achieve Effective Shift Staffing Levels

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Review and analyze 2 vs. 3 staff in ambulance as best service fit for community.
- Review and Analyze Minimum required shift staffing for EMS and Fire Protection.
- Provide for correct officer/rank on duty.
- Create staffing Model that achieves 2 ambulances staffed at a time or 1 ambulance and 1 fire apparatus staffed daily while appropriately using callbacks for surge and high demand times.
- Examine Cost/Benefit analysis of callback (overtime) vs. additional full-time personnel vs. scheduled overtime.
- Seek additional staff funding through SAFER (Staffing for Adequate Fire and Emergency Response) grant to reduce costs of additional personnel to meet staffing levels.

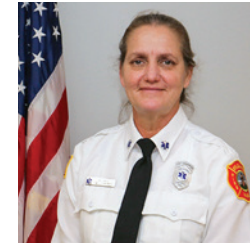
Purpose

Institute and fund Firefighter, EMS and officer staffing levels for personnel efficiency, utilization and level of service and safety to achieve ISO and accreditation levels of performance. Analyze the value of callbacks versus scheduled overtime and/or additional full-time personnel.

Measures of Success

- Achieve national standards for staffing and levels of service.
- Continues to meet the needs of the Town of Orleans.
- Fund additional staffing requirements.

Strategy Sponsors



Emergency Medical Services Coordinator
Leslie Vasconcellos



Lieutenant
Thomas Pellegrino



Lieutenant
Doug Edmunds

GOAL 2 Operations Excellence

Objective 3 Improve Organizational Model

Strategy 2 Improve Support Structure

Target Completion Date 2025

Active Fiscal Year/Funding 2024

Action Plan

- Analyze appropriate number of administrative personnel vs. Firefighters and EMTs with other similar Fire-Rescue organizations to gauge current effectiveness Department effectivity, deficiencies and task saturation.
- Set plan for adjustment of administrative support positions commensurate with growth of Firefighters and EMTs.
- Examine regionalization issues and initiatives for purchasing, training and shared specialized equipment.

Purpose

Examine workload of current administrative personnel and integrate with Firefighter and EMT staffing level changes providing broader array of support services in discrete positions to improve operational efficiency and level of service.

Measures of Success

- Resources added to complement re-staffing of OFD.
- Operational efficiency and level of service improvements.

Strategy Sponsors



Deputy Fire Chief
Timothy M. Gula



Firefighter
Ryan McGrath

GOAL 2 Operations Excellence

Objective 4 Address OFD Response Time

Strategy 1 Improve OFD response time to meet industry standards

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Improve shift staffing.
- Address building location and interior layout.
- Leverage information technology.
- Improve vehicle maintenance.
- Work with Barnstable County Dispatch for system improvements.

Purpose

Achieve improved response time for all emergency calls in accordance with national standards.

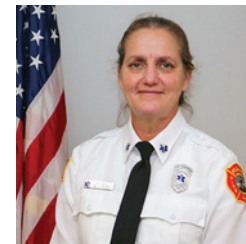
Measures of Success

- Improved fire suppression response time.
- Improved EMS response time.

Strategy Sponsors



Firefighter
Brandon Henderson



Emergency Medical Services Coordinator
Leslie Vasconcellos

GOAL 2 Operations Excellence

Objective 5 Address the requirements of NFPA 1620 (Pre-incident and Special Hazard Plans)

Strategy 1 Update and further develop Pre-incident and Special Hazard Plans

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Update existing pre-incident and special hazard plans.
- Identify other pre-planning opportunities.
- Digitize Pre-plans.
- Make plans available in vehicles for real-time access.

Purpose

Provide timely incident and hazard information necessary to improve response time and fire suppression efficiency. Addresses improvements required to achieve improved ISO rating and accreditation.

Measures of Success

- Improved response time.
- Improved site efficiency.

Strategy Sponsors



Fire Inspector
Gregory Baker



Lieutenant
Joseph Lang

GOAL 2 Operations Excellence

Objective 6 Data Collection and Deployment

Strategy 1 Improve Statistical Analysis and Reporting

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Define metrics that drive the organization.
- Collect, analyze and report metrics.
- Cleanse/update data on a regular basis.

Purpose

Use accumulated Department data and analysis to create a set of performance metrics to inform the staff and community and drive operations improvements and investment.

Measures of Success

- Create performance metrics set.
- Communicate performance results.
- Purge and refine data sets.

Strategy Sponsors



Captain
Chester Burge



Firefighter
Kyle Simkins

GOAL 2 Operations Excellence

Objective 7 Address NFPA 1500 Chapter 4 (Safety Committee)

Strategy 1 Meet NFPA 1500 Safety Standards. Build on this accomplishment to improve ISO rating and achieve accreditation.

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Reinvigorate Safety Committee – Assign Officer, meet regularly.
- Meet OSHA Standards.
- Communicate Committee Findings.
- Implement recommendations.

Purpose

Improve personnel safety by addressing requirements of ISO rating improvement and accreditation.

Measures of Success

- Reduction in injuries.
- Meet industry standards.

Strategy Sponsors



Captain
Kevin Delude



Firefighter
Kyle Simkins

STRATEGIC GOAL 3 Training and Professional Development

Detailed Strategy Descriptions

Objective 1 Adopt NFPA 1021 – Recommendations for Fire Service Officer Professional Qualifications

Strategy 1: Institute Industry Recommendations for defining Professional Qualifications

Objective 2 Identify Minimum Annual Training Requirements and Certifications

Strategy 1 Utilize NFPA and ISO standards to guide training and qualification of OFD personnel

Objective 3 Develop a Training Manual and Guidelines

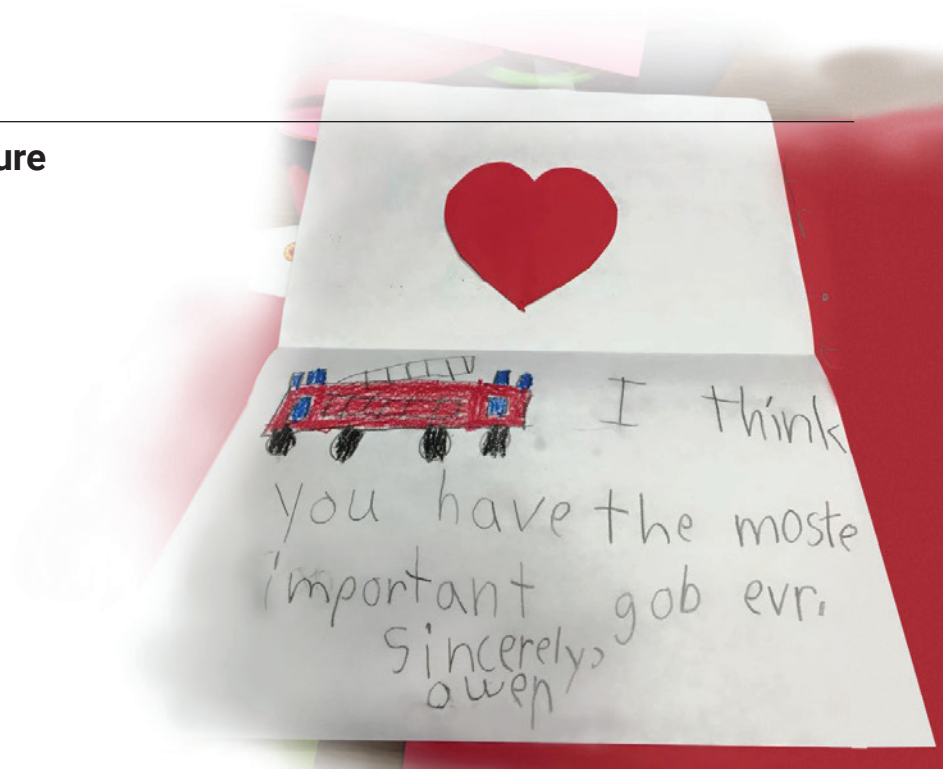
Strategy 1 Coordinate and consolidate all training, programs and requirements

Objective 4 Develop New Recruit Onboarding Program

Strategy 1 Improve new recruit transition into the OFD

Objective 5 Create a Performance and Accountability Culture

Strategy 1 Develop Performance Review Process



GOAL 3 Training and Professional Development

Objective 1 Adopt NFPA 1021 – Recommendations for Fire Service Officer Professional Qualifications

Strategy 1 Institute Industry recommendations for defining Professional Qualifications

Target Completion Date 2024

Active Fiscal Year/Funding 2023

Action Plan

- Provide training and certification for emergency decision makers.
- Ensure all Lieutenant level and above are certified to NFPA 1021 (Instructors, Officers and Safety Officers).

Purpose

Provide formalized training and qualify OFD Fire Service Officers in accordance with industry recommendations.

Measures of Success

- Certify OFD Fire Service Officers are certified to NFPA 1021.
- Improved OFD Operational Performance.
- Improve advancement within the OFD.

Strategy Sponsors



Chief of Department
Geof Deering



Lieutenant
Thomas Pellegrino

GOAL 3 Training and Professional Development

Objective 2 Identify Minimum Annual Training Requirements and Certifications

Strategy 1 Utilize NFPA and ISO standards to guide training and qualification of OFD personnel

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Adopt NFPA 1410 – Standard on Training for Emergency Scene Operations.
- Align ISO with NFPA 1410 requirements.
- Build Training Program Standards.
- Develop Call and Career Monthly Training Plan (Captain or Officer of Day to use).
- Improve Monthly Firefighter and EMS Shift Training Drills.
- Certify to NFPA Firefighter I/II.
- Set Crew Benchmarks.
- Regular EMS Training and Certification.
- Seek opportunities for “train-the-trainer” officer training.

Purpose

Ensure OFD personnel are properly trained and certified to industry standards.

Measures of Success

- All OFD personnel are qualified to industry standards.
- Monthly training plans are developed and conducted.
- Improved operational performance.

Strategy Sponsors



Captain
Kevin Delude



Deputy Fire Chief
Timothy M. Gula

GOAL 3 Training and Professional Development

Objective 3 Develop a Training Manual and Guidelines

Strategy 1 Coordinate and consolidate all training, programs and requirements

Target Completion Date 2022

Active Fiscal Year/Funding 2022

Action Plan

- Create a committee to oversee OFD Training programs and develop standards.
- Develop Firefighter Training Documentation log.
- Develop EMS Training Documentation log.

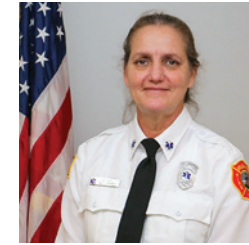
Purpose

Organize OFD training and related programs into a comprehensive document.

Measures of Success

- Committee created.
- Training Manual developed.
- Improved Operational Performance.
- Increased personnel advancement.

Strategy Sponsors



Emergency Medical Services Coordinator
Leslie Vasconcellos



Captain
Kevin Delude

GOAL 3 Training and Professional Development

Objective 4 Develop New Recruit Onboarding Program

Strategy 1	Improve new recruit transition into the OFD
Target Completion Date	2022
Active Fiscal Year/Funding	2021

Action Plan

- Develop Onboarding program for Firefighters.
- Develop Onboarding program for EMS.
- Develop General Onboarding program for Human Resources-related documentation.
- Develop first year Mentoring/Field Training Officer program.
- Develop Offer of Employment documenting probationary period expectations.

Purpose

Effectively onboard new recruits into the OFD with a formalized program, expectations for success and support.

Measures of Success

- Various onboarding processes documented.
- Formalized new recruit mentoring program.
- Formalize/standardize employment offers and expectations.

Strategy Sponsors



Firefighter
Benjamin Nickerson



Firefighter
Henry Rex

GOAL 3 Training and Professional Development

Objective 5 Create a Performance and Accountability Culture

Strategy 1 Develop Performance Review Process

Target Completion Date 2025

Active Fiscal Year/Funding 2023

Action Plan

- Include performance review process in labor negotiations.
- Develop performance review template document.
- Conduct regular performance reviews of all staff.

Purpose

Provide a mechanism for review, feedback and improvement of staff to mutually agreed performance expectations. Subject to labor negotiation.

Measures of Success

- Each staff member has quarterly and annual reviews with their supervisors.
- Improved morale and performance.
- Fair and balanced treatment of staff.

Strategy Sponsors



Chief of Department
Geof Deering



Captain
Chester Burge

STRATEGIC GOAL 4 Facilities, Equipment and Technology Deployment

Detailed Strategy Descriptions

Objective 1 New/Renovated Facility Plan

Strategy 1 Deficient existing facility makes the case for a new or renovated Firehouse

Objective 2 Develop Equipment Acquisition Plan

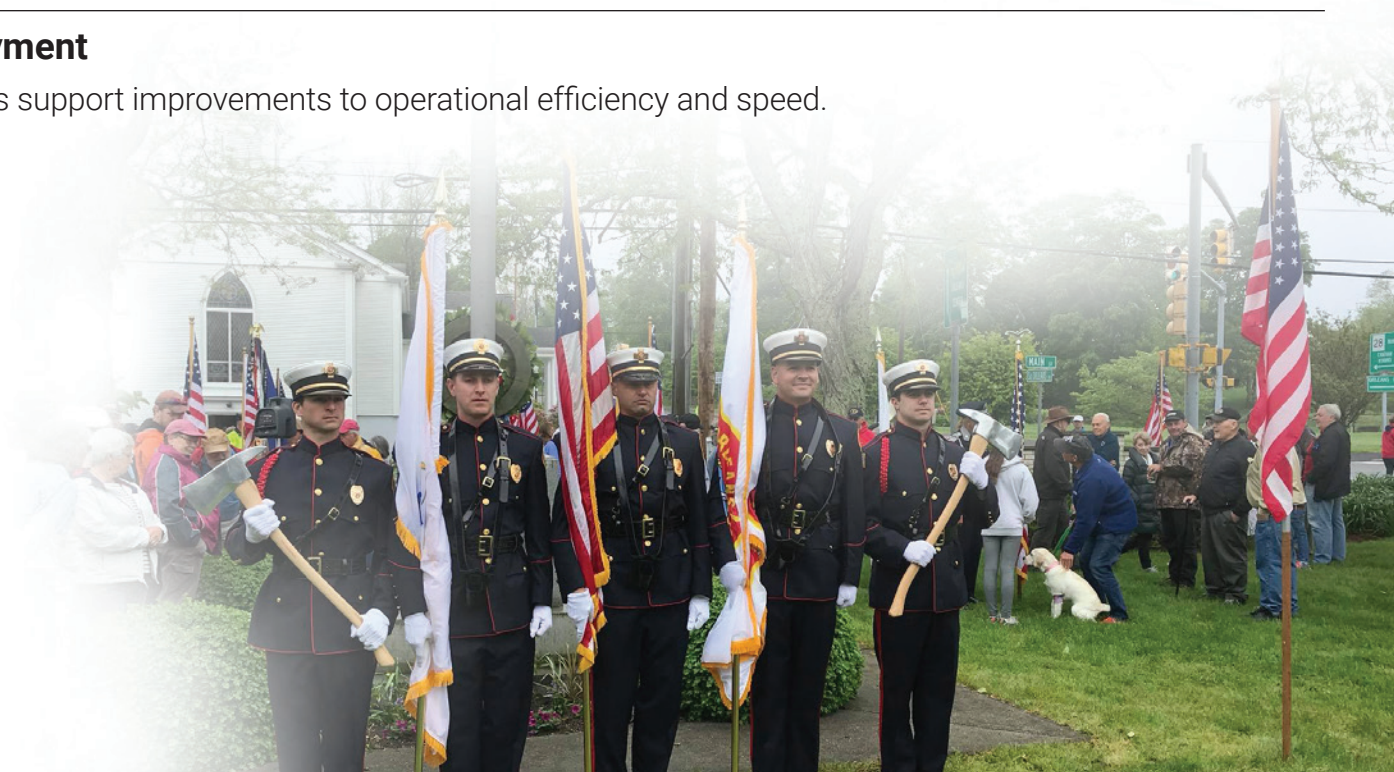
Strategy 1 Ensure equipment requirements are effectively projected and acquired

Objective 3 Equipment Preventive Maintenance & Replacement Program

Strategy 1 Improve effectiveness and timeliness of equipment maintenance and replacement to ensure optimum Department performance

Objective 4 New Technology Deployment

Strategy 1 Technological advancements support improvements to operational efficiency and speed.



GOAL 4 Facilities, Equipment and Technology Deployment

Objective 1 New/Renovated Facility

Strategy 1 Deficient existing facility makes the case for a new or renovated Firehouse

Target Completion Date 2025

Active Fiscal Year/Funding 2021

Action Plan

- Support New/Renovated building feasibility study.
 - Create Building Committee.
 - Develop Facility Plan.
 - Budget
 - Plans
 - Timeline
- Develop Community Outreach Program.
 - Ensure Regulatory Compliance.
 - Fire/EMT requirements
 - OSHA compliance
 - ADA compliance
 - Air Quality
 - Include personnel wellness improvements.

Purpose

Develop feasibility study, plans, funding and implementation of a new or renovated Firehouse to meet the current and future needs of the OFD.

Measures of Success

- Completed Feasibility Study.
- Building Committee identified.
- New Facility Plan developed.
- Plan approved and funded.

Strategy Sponsors



Chief of Department
Geof Deering



Firefighter
Kyle Simkins



Fire Inspector
Gregory Baker

GOAL 4 Facilities, Equipment and Technology Deployment

Objective 2 Develop Equipment Acquisition Plan

Strategy 1 Ensure equipment requirements are effectively projected and acquired

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Develop 5-year annual rolling Capital Equipment Plan.
 - Ambulance cycle
 - Pumper cycle
 - Ladder truck cycle
- Develop 5-year annual rolling Expense Equipment Plan.
 - Heart monitors, etc.
- Seek alternative funding when applicable (Grant funding/Federal AFG program/State/Private).

Purpose

Provide longer range plan and outlook for equipment requirements to ensure tax-payer approval and Town funding while leveraging grant opportunities.

Measures of Success

- Approved Comprehensive Capital Equipment Plan.
- Approved Comprehensive Expense Equipment Plan.
- Increased grant funding.

Strategy Sponsors



Lieutenant
Aaron Burns



Firefighter
Kyle Simkins

GOAL 4 Facilities, Equipment and Technology Deployment

Objective 3 Equipment Preventive Maintenance & Replacement Program

Strategy 1 Improve effectiveness and timeliness of equipment maintenance and replacement to ensure optimum Department performance

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Identify in-house or out-sourced vehicle maintenance professionals.
- Articulate day-to-day, interval and annual preventative maintenance plan.
- Develop software solution for tracking plan.
- Include alarm/reminder of maintenance due.

Purpose

Formalize and improve the timing, method and execution of equipment maintenance and replacement for the OFD.

Measures of Success

- Develop and execution of daily, weekly, monthly, annual maintenance plans.
- Improved operations performance.

Strategy Sponsors



Deputy Fire Chief
Timothy M. Gula



Lieutenant
Thomas Pellegrino

GOAL 4 Facilities, Equipment and Technology Deployment

Objective 4 New Technology Deployment

Strategy 1 Technological advancements support improvements to operational efficiency and speed

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Develop process/committee to evaluate new technologies in cooperation with Town of Orleans Management Information Systems (MIS) Department.
- Review/update/upgrade IT infrastructure.
- Online/Virtual training.
- Improve computer access in trucks.
 - Effectivity of hardware
 - Data to support Plan
- Analyze “Bryx 911” and other Mobile Computer Aided Dispatch applications.
- Improve Digital Communications.
- Research and test other new Firefighting and EMS Technologies.

Purpose

Identify, evaluate and deploy technological advancements to improve OFD operational effectiveness.

Measures of Success

- Technology Committee identified.
- Process for identification, evaluation and approval for use developed.
- Effective new technologies deployed.

Strategy Sponsors



Captain
Chester Burge



Firefighter
Kyle Simkins

STRATEGIC GOAL 5 Community Education and Engagement

Detailed Strategy Descriptions

Objective 1 Management and Coordination of Events and Educational Programs

Strategy 1 Organize and bring focus to OFD Community Engagement activity

Strategy 2 Conduct Community Education

Strategy 3 Conduct and participate in Community Events

Objective 2 Improve OFD Community Communications

Strategy 1 Develop OFD Media Program

Objective 3 Rejuvenate/Reinvigorate Fire Associations

Strategy 1 Leverage existing OFD associations to promote community engagement



GOAL 5 Community Education and Engagement

Objective 1 Management and Coordination of Events and Educational Programs

Strategy 1 Organize and bring focus to OFD Community Engagement activity

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Create Community Engagement Committee.
- Manage listing and scheduling of annual OFD community participation.
- Publish annual events and education calendar.
- Field requests and seek opportunities for OFD participation in community events.
- Field requests and seek opportunities for OFD sponsorship opportunities.
- Create OFD logo-ware for use in community events.

Purpose

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

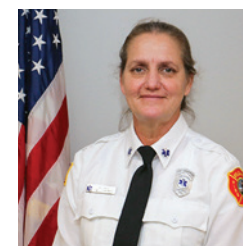
Measures of Success

- Committee is formed and managing community engagements.
- Annual events and education calendar published.

Strategy Sponsors



Lieutenant
Thomas Pellegrino



**Emergency Medical
Services Coordinator**
Leslie Vasconcellos

GOAL 5 Community Education and Engagement

Objective 1 Management and Coordination of Events and Educational Programs

Strategy 2 Conduct Community Education

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Continue Current Educational Programs
 - Citizens Fire Academy
 - CPR First Aid
 - Fire Safety in Schools/SAFE
 - Senior SAFE
 - Stop the Bleed
- Investigate Additional Programs
 - Storm Preparation classes
 - Develop partnerships with local civic groups to achieve educational goals
 - Other

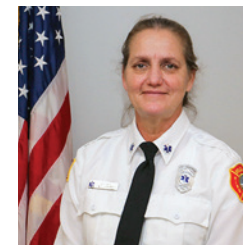
Purpose

Provide Fire and EMS oriented educational classes and programs to promote safety and awareness in the community.

Measures of Success

- Provided effective well-publicized and attended community educational programs.
- Loss of life and property reduced.

Strategy Sponsors



Emergency Medical Services Coordinator
Leslie Vasconcellos



Firefighter
Dana Medeiros

GOAL 5 Community Education and Engagement

Objective 1 Management and Coordination of Events and Educational Programs

Strategy 3 Conduct and participate in Community Events

Target Completion Date 2023

Active Fiscal Year/Funding 2021

Action Plan

- Continue to Sponsor and/or Participate in existing community events
 - Parades
 - Honor Guard
 - Fireworks
 - Bonfires
 - Toys for Tots
 - Homeless for the Holidays
 - Open House Pizza Parties
 - Annual Block Party
- Santa Stampede
- Run to the Top (Pilgrim Monument Cancer fundraiser)
- Community Drive-bys
- Investigate additional Community participation opportunities
 - Community Challenge events
 - Fire Truck delivers pizza
 - Blood drive
 - Other

Purpose

Organize and/or participate in events to promote good will and connection with the community.

Measures of Success

- OFD community profile and value is raised.
- OFD increases community event participation.

Strategy Sponsors



Firefighter
Jesse Rancourt



Firefighter
Brandon Henderson

GOAL 5 Community Education and Engagement

Objective 2 Improve OFD Community Communications

Strategy 1 Develop OFD Media Program

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- Assign coordinator and responsibility for overseeing OFD Media Program.
- Supervise and accumulate copy, photo and video content.
- Create OFD community publication.
- Continue to build and support an OFD social media presence.

Purpose

Provide a marketing and communications platform to support improved OFD community engagement.

Measures of Success

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

Strategy Sponsors



Captain
Chester Burge



Firefighter
Brandon Henderson

GOAL 5 Community Education and Engagement

Objective 3 Rejuvenate/Reinvigorate Fire Associations

Strategy 1 Leverage existing OFD associations to promote community engagement

Target Completion Date 2022

Active Fiscal Year/Funding 2021

Action Plan

- OFD leadership coordinates with OFD association boards to stimulate involvement and restart planning
 - Orleans Rescue Squad Association
 - Orleans Firemen’s Relief Association
 - Firefighter ’s Union local 2675

Purpose

Reinvigorate OFD Associations to provide additional support for community and staff engagement programs.

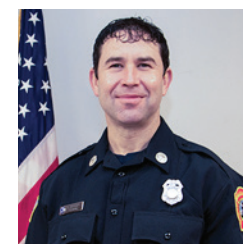
Measures of Success

- OFD Associations restart regular meetings and planning.
- OFD Associations participate in and support community events.

Strategy Sponsors



Captain
Peter Vogt



Firefighter
Dana Medeiros



Orleans Fire-Rescue

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