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ADAMS FIRE DISTRICT FIRE DEPARTMENT

STRATEGIC PLAN

JUNE 2021

STRATEGIC PLANNING OVERVIEW

The development of a strategic plan provides a tool to chart the future direction of the organization and provide an effective and efficient service level to the community. The Adams Fire District faces a number of challenges because of its autonomy from the Town, size of its fee base, population served, and its fiscal restraints which result in a limited budget. Therefore, it is important to develop a strategic plan that not only provides a roadmap towards the future, but also is realistic when recommending and implementing some of the recommendations found in this document. It further strengthens the purpose for the need of strategic planning because of its complexities.

Once an organizational analysis has been completed, implementation often stalls as the stakeholders are overwhelmed with the amount of change necessary for substantive implementation and success. The process of introducing change into a public-sector organization needs to be carefully developed and monitored. Implementing a strategy needs to involve stakeholders, contain established priorities for action, and realistically pace change. It is our belief that through considering and implementing the recommendations outlined within this document, that the Adams Fire District Fire Department (AFDFD) will enhance the effectiveness of its responses and services.

This document prioritizes and paces the implementation of the recommendations that were contained within the organizational analysis the study team completed in May of 2021. Each recommendation is assigned to a task group of stakeholders that has the responsibility to move the assigned recommendations forward considering the pace of change that can be tolerated by the organization. While the majority of assignments to the task group are to the District Leadership (Prudential Committee, Chief Engineer and Assistant Engineers), stakeholders within the organization should be afforded the opportunity to provide input into the process and recommendations.

THE STRATEGIC PLANNING PROCESS

Strategic planning is an organization's process of defining its direction, and making decisions relative to the optimization of limited resources. A strategic plan also contains tools that can guide the implementation of the strategy. Strategic planning became prominent in corporations during the 1960s, and remains an important aspect of organizational planning. In this case, the Adams Fire District will need to consider each of the 63 recommendations that were defined within the recently completed fire service organizational assessment and involve as many stakeholders as possible in developing paced action that will lead toward successful implementation of these recommendations.

Strategy has many definitions, but generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). For the Adams Fire District, the Prudential Committee, which is a board elected by the district voters, is tasked with determining strategy. Strategy can be planned (intended) or can be observed as a pattern of activity (emergent) as the organization adapts to its environment or competes. It is our observation that the strategy currently in place in the AFDFD needs further development and a long-term commitment to this plan. While MRI has provided considerable insight and recommendations for the AFDFD there is a need to broaden and further develop a long-range plan to define where the AFDFD is headed based on these recommendations. Through this document, it is our goal to assist the AFDFD in moving forward in a planned or intended strategic manner.

Strategic implementation is analytical in nature and involves identifying how to best reach a goal or desired outcome. The recommendations contained in this document, and in the recently completed organizational analysis, form the framework for action and indicate where change is necessary. This document provides guidance relative to how to pace and implement those recommendations. The strategic implementation process considers the intricacies of the organizational environment including the following:

- **Inputs – information utilized to formulate recommendations**
- **Outputs – development of a plan of implementation**
- **Outcomes – that require evaluation**

Inputs

Data is gathered from a variety of sources, such as interviews with key fire service and District personnel, review of pertinent data and documents on the community, service demand and desired service level, standard of cover selected, organizational performance, and observations gathered through field visits. Inputs are then collected to help support an understanding of the environment and its opportunities and risks. Other inputs include an understanding of the values of stakeholders. These values may be captured in an organization's mission statement, and in the observed organizational culture which provides an emergent perspective on the actual values present within an organization. The input gathered during the organizational analysis form the basis for each of the recommendations that have been developed.

Outputs

The output of strategic planning includes documentation and communication describing the organization's strategy and how it should be implemented, sometimes referred to as the strategic plan. The strategy may include a diagnosis of the competitive situation, a guiding policy for achieving the organization's goals, and specific action plans to be used for the implementation of the recommendations listed. A strategic plan may cover multiple years and is a flexible document that should be updated periodically.

Outcomes

The strategic planning process produces outputs, as described above, the implementation of the strategic plan produces outcomes. Ultimately, the implementation of the recommendations contained in this report will produce significant change and place the organization on an intended path. Change within an emergency services organization typically produces some level of initial skepticism, discomfort, and places personnel in a situation that is unfamiliar. As the process of implementing change moves forward, each action often elicits a reaction. Therefore, the team working to implement desired organizational change should be ready to address unanticipated outcomes, which often manifest themselves as barriers to continued progress and change. The process of implementing change should be considered a learning one.

In an effort to assist the AFDFD, we have developed ten task groups to allow the organization to take prioritized and paced doses of change. Perhaps the best analogy is to consider each recommendation as a small wave that will reverberate through the organization. If all of the recommendations were pursued at one time, they would amount to a tidal wave of change that would create a level of chaos. Instead, we suggest that change be monitored and paced by the

teams or task groups that are charged with implementation of a manageable set of recommendations.

TASK GROUPS

In an effort to facilitate the implementation of the recommendations contained in this document, we suggest that stakeholders be assembled and assigned to initiate change. Each task groups should be composed of a least five individuals and include at least one stakeholder representative of the part of organization that the change will impact. Task groups are responsible for structuring the recommendations for implementation and must recognize that the policy decisions relative to organizational direction fall under the auspices of the Prudential Committee or Chief Engineer dependent on the level of that particular policy. In order to lessen the immediate impact of implementation, where possible, we tried to utilize committees that are already in existence to serve as the task groups for implementation.

Task groups selected for the Adams Fire District and the AFDFD include:

1. Leadership (Prudential Committee) (Chief and Assistant Engineers)
2. Legislative (Prudential Committee) (Chief Engineer)
3. Municipal Liaison (Prudential Committee)
4. Fire Operations (Assistant Engineers and Officers)
5. Apparatus & Equipment (Assistant Engineers, Lieutenants)
6. Fire Prevention (Chief Engineer)
7. Policy and Procedure Development (Prudential Committee and Chief Engineer)
8. Recruitment and retention of Personnel (Alert Company)
9. Training and Professional Development (Assistant Engineers, Lieutenants)
10. Regionalization and shared service (Chief Engineer)

The primary task group (or groups) for each recommendation is noted here. Many recommendations will require collaboration between groups, or the primary group will require assistance from others. The company may also determine it is best to involve multiple task groups in the process to implement other recommendations.

NOTE: Not all recommendations from the Organizational Assessment have been included within the strategic plan as the purpose of this document is to guide the implementation of major recommendations. ALL recommendations that are listed in this section are categorized by the primary committee(s)/task group(s) that would oversee implementation.

<p align="center">Recommendation II-1</p>	<ol style="list-style-type: none"> 1. The AFDFD should further develop and implement an internal risk management plan following the recommendations of NFPA 1500, Standard for a Fire Department Occupational Safety and Health Program, and NFPA 1250, Recommended Practice in Fire and Emergency Services Organization Risk Management. 2. This management plan will assist in identifying the long-term needs of the fire district related to reducing risk in the community.
<p align="center"><i>Task Group(s)</i></p>	<p>Leadership</p>
<p align="center"><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Initial assessment completed in 12 months. ➤ Updated in years 3, 5, 7, 9, 11, 13 and 15.
<p align="center"><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Time commitment necessary to complete assessment. ➤ Dissemination of information to end users.
<p align="center"><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Development of criterion for performing assessment. ➤ Training of personnel to complete assessment. ➤ Development of data entry capability and mobile data collection.

Recommendation II-2	<ol style="list-style-type: none"> 1. The District should focus its future strategic planning efforts towards reducing risk. 2. The District should develop staffing, facility, and apparatus needs based on that assessment.
<i>Task Group(s)</i>	Leadership
<i>Timeline</i>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Initial assessment completed in 12 months. ➤ Updated every three years.
<i>Potential Barriers to Implementation</i>	<ul style="list-style-type: none"> ➤ Time commitment necessary to complete assessment. ➤ Capability of Fire District to fund recommendations.
<i>Critical Tasks</i>	<ul style="list-style-type: none"> ➤ Development of criterion for performing assessment. ➤ Training of personnel to complete assessment. ➤ Development of data entry capability and mobile data utilizing a combination of the AFDFD's officers and staff.

Recommendation II-3	<p>To further define and identify definitive risks within the community the District will need to conduct a comprehensive risk assessment and incorporate the findings into a strategic plan for the future.</p>
<i>Task Group(s)</i>	Leadership
<i>Timeline</i>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Initial assessment completed in 15 months. ➤ Updated every two years.
<i>Potential Barriers to Implementation</i>	<ul style="list-style-type: none"> ➤ Time commitment necessary to complete assessment. ➤ Support and funding to implement strategic plan recommendations.
<i>Critical Tasks</i>	<ul style="list-style-type: none"> ➤ Development of criterion for performing assessment. ➤ Completion of risk assessment. ➤ Development of data entry capability and mobile data utilizing the AFDFD.

<p>Recommendation II-4</p>	<p>The District should continue to invest in technology-based records management and preplanning systems that provide first responders with site specific response information. As sufficient staffing/human resources do not exist to conduct a comprehensive preplanning effort, a part time position should be funded to provide peak staffing and populate, organize and periodically update operational pre plans.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<p>Ongoing process. Initial assessment completed in 24 months. Updated every year as needed.</p>
<p><i>Potential Barriers to Implementation</i></p>	<p>Time commitment necessary to complete assessment. Dissemination of information to end users.</p>
<p><i>Critical Tasks</i></p>	<p>Development of criterion for performing assessment. Training of personnel to complete assessment. Development of data entry capability and mobile data utilizing a combination of the AFDFD's officers and staff.</p>

Recommendation II-5	The AFDFD should develop a long-term goal of implementing a compelling public education program that includes educating and discussing the benefits of installing residential fire sprinklers in new one- and two-family dwellings. This program should begin as a compensated part time or per-diem position.
Task Group(s)	Fire Prevention, Training and Professional Development
Timeline	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Program Implementation within 1 year.
Potential Barriers to Implementation	<ul style="list-style-type: none"> ➤ Time commitment necessary to establish and deliver the program. ➤ Dissemination of information to end users.
Critical Tasks	<ul style="list-style-type: none"> ➤ Development of the program. ➤ Training of personnel to deliver program.

Recommendation II-6	The District should work with the Adams Planning Board to require that sufficient fire protection resources including residential sprinklers, cisterns and or dry hydrants be installed and maintained when development occurs in areas outside that are not covered by the municipal water supply system.
Task Group(s)	Leadership
Timeline	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Within two years.
Potential Barriers to Implementation	<ul style="list-style-type: none"> ➤ Planning Board rejection of concept.
Critical Tasks	<ul style="list-style-type: none"> ➤ Development of criterion for performing assessment. ➤ Training of personnel to complete assessment. ➤ Development of data entry capability and mobile data utilizing a combination of the AFDFD's officers and staff.

<p>Recommendation III-1</p>	<p>The Prudential Committee and Chief Engineer should develop ways to open lines of communications including meeting regularly with the Chief Engineer and Assistant Engineers to discuss current events and engage in strategic planning for the future.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Within 30 days.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Schedule conflicts. ➤ No support to implement this recommendation.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Determine the frequency of meetings. ➤ Determine agenda of topics to discuss. ➤ Consider the use of an independent facilitator to lead the meetings when discussing strategic planning. ➤ Document and distribute meeting notes to all stakeholders.

<p>Recommendation III-3</p>	<p>The Chief Engineer should provide the Prudential Committee and Fire Department personnel with a bi-weekly report of a summary of fire department activities that have occurred during the previous two weeks.</p> <p>Typical contents for this report includes a listing of emergencies responses, vehicle and apparatus status, training completed, inspections completed and other fire department related matters. This bi-weekly report is typically not longer than one page in length. The increased exchange of information between the Prudential Committee, command staff, and the general membership of the Department will lead to a better understanding of how each group contributes to Fire Department Operations.</p>
<p><i>Task Group(s)</i></p>	<p>Chief Engineer</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Immediate implementation.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Not completing the update consistently. ➤ Dissemination of information to end users.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Commitment to the bi-weekly report. ➤ Obtaining feedback from stakeholders on information provided.

<p>Recommendation IV-1</p>	<p>The AFDFD organizational rank structure utilizes Assistant Engineers as part of the command staff. The officer rank below Assistant Engineer is the position of Fire Lieutenant. We recommend that the District creates the position of Fire Captain. The addition of this rank will provide greater opportunities for individual growth within the organization, contributes to retention and maintains an effective span of control. This supervisory change will allow the Assistant Engineers to focus on organizational leadership and support of the Chief Engineer.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Within 24 months.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Time commitment necessary to complete assessment. ➤ Un-even balance of rank structure vs personnel. ➤ Lack of organizational support.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Develop and justify need for position. ➤ Establish experience, training, and job description requirements clearly outlining position. ➤ Develop Organizational Chart showing position. ➤ Development of data entry capability and mobile data utilizing a combination of the fire department's officers and staff.

Recommendation IV-2	Once the position of Fire Captain has been created one Captain should be assigned to lead the Department's recruitment and retention efforts. A second Captain should be assigned to support and document the training function.
Task Group(s)	Chief and Assistant Engineers
Timeline	➤ Within two years.
Potential Barriers to Implementation	<ul style="list-style-type: none"> ➤ Available personnel who are qualified to be in the position. ➤ Need to adjust other ranks (Lieutenants) to provide a balance of AFDFD Officers/Firefighters.
Critical Tasks	<ul style="list-style-type: none"> ➤ Training of personnel to complete assessment. ➤ Providing a balance of Officers/Firefighters. ➤ Development of a Fire Officers Training Program for AFDFD personnel. ➤ Development of Job Descriptions for all positions.

<p>Recommendation IV-6</p>	<p>The Prudential Committee and the Chief Engineer should propose the creation of daytime hourly positions for per diem Firefighters or increase funding for current firefighters to provide standby coverage during weekdays and weekends in order to ensure adequate response capability. A minimum of two staff should be used to cover the shifts. The hours should be based on a combination of need and availability. The level of the staff (officer, firefighter) should be determined by the Chief and the Engineers.</p>
<p><i>Task Group(s)</i></p>	<p>Legislative</p>
<p><i>Timeline</i></p>	<p>➤ Prior to next Fire District Annual Meeting.</p>
<p><i>Potential Barriers to Implementation</i></p>	<p>➤ Lack of a complete well-developed presentation which justifies the need to the rate payer. ➤ Lack of Support from the Prudential Committee. ➤ Lack of voter support and failure of a Warrant Article.</p>
<p><i>Critical Tasks</i></p>	<p>➤ Creation of an in-depth description of current District Firefighting and Administrative needs. ➤ Proper presentation of statistics on call volume, time of day, and critical shortage of available personnel. ➤ Identifying Funding sources for the positions and cost to implement them.</p>

<p>Recommendation IV-7</p>	<p>The District should apply for a Federal SAFER grant for funding positions for per diem or paid on-call members, and for paid on-call recruitment and retention activities. This grant should be utilized to develop a comprehensive marketing program to attract new members and provide incentives for the retention of those personnel currently in the Fire Department. The grant also may be used for equipment and personnel costs related to the hiring of new members.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Annual grant application opportunity. ➤ Grant typically lasts for 3 fiscal year periods.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Limited time to submit grant. ➤ Not providing sufficient information.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Commitment of a number of hours to gather required information for grant submission. ➤ Commitment to maintain grant requirements.

<p>Recommendation IV-9</p>	<p>The AFDFD should make it a priority to develop an active on-call recruitment team led by the Alert Hose Company. At a minimum, this program should consist of:</p> <ul style="list-style-type: none"> • Developing a recruitment brochure and mailing it to all residents; • Holding periodic open houses at the fire station; • Performing public out-reach through the local media; • Contacting community and service groups; • Developing an eye-catching banner on the District's, Town of Adams and Alert Hose Company's websites and conducting radio and media advertisements; • Placing signs recruiting call/volunteer personnel at the main entrances to town; • Placing signs for call/recruiting volunteers in local businesses, particularly high-volume locations; • Implementing or enhancing a fire explorer program.
<p>Task Group(s)</p>	<p>Leadership and Recruitment and Retention</p>
<p>Timeline</p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Marketing Plan within 6 months. ➤ Initiate program and review after 6 months.
<p>Potential Barriers to Implementation</p>	<ul style="list-style-type: none"> ➤ Time commitment necessary to put the program into place and find volunteers to help run the program. ➤ Lack of funding for marketing efforts.
<p>Critical Tasks</p>	<ul style="list-style-type: none"> ➤ Development of data entry capability and mobile data utilizing a combination of the AFDFD's officers and staff.

<p>Recommendation IV-13</p>	<p>In 2021, the District should begin to build and obtain support to transition from a stipend paid to a Full-time 40-hour salary Chiefs position. Our analysis indicates that a full-time Chiefs position is necessary in order to guide the department into a healthy and productive future.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ 2021 build support to transition from a stipend to a Full-time Chief. ➤ 2022 move towards full-time AFDFD Chief.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Non-Support for the position. ➤ Non-Support for the funding of the position. ➤ Impact to fees paid by District Rate Payers. ➤ Desire to leave things the way they currently are.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Development of a complete informational marketing plan that quantifies the need for this change. ➤ Participation from all levels of the AFDFD. ➤ Use of this report as a benchmark to demonstrate general fire service practices outlined in the report. ➤ Hold public information events for the public to provide input.

Recommendation IV-18	The District should propose the adoption of Chapter 48 Section 42 at the next Annual District meeting. Subsequent to adoption this section of Chapter 48, the Prudential Committee should transition the District from an elected Chief Engineer to an appointed Fire Chief.
Task Group(s)	Leadership
Timeline	<ul style="list-style-type: none"> ➤ The next District Annual meeting. ➤ Within two Years.
Potential Barriers to Implementation	<ul style="list-style-type: none"> ➤ A desire to keep the Chief Engineer position elected. ➤ A lack of information to assist with rate payer decision making.
Critical Tasks	<ul style="list-style-type: none"> ➤ Support and Commitment of the governing body. ➤ Legal review to determine the process of changing status of the Chief Engineer.

Recommendation IV-19	The District should seek legal counsel on the need for implementation of written inter organizational agreement between the District and Forest Warden Department that details specific expectations and services both organizations provide to each other, as well as the indemnification of liability as part of having a cooperative agreement.
Task Group(s)	Leadership
Timeline	<ul style="list-style-type: none"> ➤ One year.
Potential Barriers to Implementation	<ul style="list-style-type: none"> ➤ All parties do not agree to agreement. ➤ Legal issues.
Critical Tasks	<ul style="list-style-type: none"> ➤ Development of a inter organizational agreement that contains specific agreements as to the services and indemnification of the Adams Fire District. ➤ Legal review. ➤ Training of personnel to complete assessment. ➤ Development of data entry capability and mobile data utilizing a combination of the AFD's officers and staff.



<p>Recommendation IV-20/21</p>	<p>The ADFD and Forest Warden Department should develop joint SOPs which detail operations where both agencies respond. These collaboratively developed documents should detail incident command protocols, identify who is the incident commander at various incidents; develop run cards to identify what resources should respond when assistance is requested.</p> <p>The District should investigate if there are any potential collaborative initiatives that can be undertaken such as consolidation or expanded automatic support between these two agencies.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<p>➤ Within 3 months.</p>
<p><i>Potential Barriers to Implementation</i></p>	<p>➤ Desire for either organization to remain autonomous. ➤ Time commitment necessary to complete joint SOPs. ➤ The Fire Warden Department not recognized as a fire organization which may increase liability.</p>
<p><i>Critical Tasks</i></p>	<p>➤ Development of joint SOPs. ➤ Review, input, and training by all stakeholders. ➤ Annual Review of ADFD SOPs.</p>

<p>Recommendation V-1</p>	<p>The District should begin the process of conducting a facility needs assessment for the replacement of the current District Building, including consideration of potential sites in the light industrial area, or replacement of the current facility on the foot print it currently is placed on.</p> <p>Consideration for future needs beyond 10 years should be included in any future planning for a new facility. An example of this would be including dormitory rooms and office space to provide storm/disaster coverage and to consider the future needs of the District.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<p>➤ Ongoing process.</p>
<p><i>Potential Barriers to Implementation</i></p>	<p>➤ Funding . ➤ Impact on fee rate. ➤ Lack of a suitable location for fire station.</p>
<p><i>Critical Tasks</i></p>	<p>➤ Fire Station Study. ➤ Development of data to evaluate various options.</p>

Recommendation VI-2	The District should develop a comprehensive apparatus replacement plan that projects needs for a 15-year period. The plan should include detailed specifications, anticipated cost, projected replacement date and any other information that will provide a cyclical road map of the replacement schedule.
<i>Task Group(s)</i>	Leadership
<i>Timeline</i>	<ul style="list-style-type: none"> ➤ Ongoing process – Start within 6 months. ➤ Update in years 5, 9, and 13.
<i>Potential Barriers to Implementation</i>	<ul style="list-style-type: none"> ➤ Adoption and Commitment by Fire District. ➤ Funding.
<i>Critical Tasks</i>	<ul style="list-style-type: none"> ➤ Development of Apparatus Replacement Plan. ➤ Seek Out Grant Funding through FEMA or Mass grants. ➤ Research various funding options in order to maintain the fee rate from spiking, including lease purchase options. ➤ Plan to be formally adopted by the Prudential Committee.

<p>Recommendation VI-8</p>	<p>The AFDFD should establish a formal replacement plan for equipment. The regular replacement of large cost items such as hose and SCBA on an incremental basis will avoid major one-time increases in the operating budget. The life expectancy of these items can be estimated based on usage and manufacturer's recommendations.</p>
<p><i>Task Group(s)</i></p>	<p>Fire Operations</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Initial plan completed in 12 months. ➤ Updated in years 3, 5, 7, 9, 11, 13 and 15.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Funding.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Development of equipment replacement plan (non-apparatus). ➤ Seek out grant funding. ➤ Plan to be formally adopted by Prudential Committee.

<p>Recommendation VII-7</p>	<p>The District should actively search for other grant opportunities. Grants for fire protection, fire safety, fire prevention, domestic and emergency preparedness, and homeland security may be available from federal, state, corporate, and foundation sources.</p>
<p><i>Task Group(s)</i></p>	<p>Fire Operations</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Grant Opportunities occur multiple times each year.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Time commitment necessary to seek out and apply for grant. ➤ Strict need to comply with grant reporting requirements.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Identify need for apparatus or equipment. ➤ Complete Grant Orientation Programs to fully understand grant process. ➤ Encourage AFD FD personnel within the organization to become involved.

<p>Recommendation VIII-1</p>	<p>The AFDFD should encourage and support training and professional development activities for department members in the fire prevention and fire inspection areas. This can include, among other endeavors, attendance at the Fire Prevention Association of Massachusetts, and Massachusetts Firefighting Academy.</p>
<p><i>Task Group(s)</i></p>	<p>Leadership</p>
<p><i>Timeline</i></p>	<ul style="list-style-type: none"> ➤ Ongoing process. ➤ Implement as soon as feasible.
<p><i>Potential Barriers to Implementation</i></p>	<ul style="list-style-type: none"> ➤ Time commitment necessary to complete assessment. ➤ Dissemination of information to end users.
<p><i>Critical Tasks</i></p>	<ul style="list-style-type: none"> ➤ Development of criterion for performing assessment. ➤ Training of personnel to complete assessment. ➤ Development of data entry capability and mobile data utilizing a combination of the AFDFD officers and staff.

<p>Recommendation VIII-2</p>	<p>Should the District decide to staff personnel on a per-diem or standby status, the AFD/DFD should establish a formal in-service fire safety inspection program. The on-duty personnel can be assigned with the responsibility for “in-service” inspections to identify and mitigate fire hazards in buildings and to familiarize firefighters with the layout of buildings, identify risks that may be encountered during firefighting operations, and to develop pre-fire plans. On-duty personnel in many departments are assigned responsibility for permit inspections and public fire safety education activities. In order to establish an in-service inspection program, it will be necessary to:</p> <ul style="list-style-type: none"> • <i>Train personnel on proper procedures (all personnel should be credentialed at least to the Fire Inspector I level recommended above);</i> • <i>Develop standard operating guidelines for in-service inspections;</i> • <i>Establish inspection schedules;</i> • <i>Establish a system for documenting inspections and notifying property owners of fire hazards;</i> • <i>Establish a follow-up inspection system to ensure that hazards have been mitigated; and</i> • <i>Require on-duty personnel to conduct regular in-service inspections of all building construction sites in the District and the adjacent response area protected under an intermunicipal agreement.</i>
<p>Task Group(s)</p>	<p>Leadership</p>
<p>Timeline</p>	<p>Ongoing process. Within 9 months.</p>
<p>Potential Barriers to Implementation</p>	<p>Time commitment necessary to establish program. Inability to obtain software programs to establish effective system.</p>
<p>Critical Tasks</p>	<p>Development of program. Training of personnel to ProBoard Fire Inspector Level I. Use of software programs related to fire prevention inspections.</p>



<p>Recommendation IX-1</p>	<p><i>AFFFD should enter into discussions with the municipal administrations, governing bodies, and fire department leadership of its adjacent communities, for the purposes of identifying possible future opportunities for shared services and explore the feasibility of a more regional approach to fire protection and EMS delivery systems.</i></p>
<p>Task Group(s)</p>	<p>Leadership</p>
<p>Timeline</p>	<p>➤ Ongoing process.</p>
<p>Potential Barriers to Implementation</p>	<p>➤ Limited resources regionally.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> ➤ Establish a needs assessment of area communities. ➤ Seek Grant Funding for consolidation studies. ➤ Evaluate and modify area run cards to enhance apparatus and personnel resources.