

# HANOVER FIRE DEPARTMENT STRATEGIC PLAN 2023-2028



May 2023

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## HANOVER

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# Executive Summary

A strategic plan is a living management tool that provides short-and-long-term direction, builds a shared vision, documents, tracks goals and objectives, and optimizes the use of resources. Strategic planning challenges an organization to base its decision-making on its values. It strives to make the mission of the Department crystal clear. It requires the members to critically examine the paradigms, perspectives, and philosophies we hold and how they relate to our commitment to best serve the residents of Hanover.

The development of the Hanover Fire Department's first Strategic Plan was one of the five specific goals going into fiscal year 2023. A fire department that knows the environment in which it must operate, knows where it is going, and has identified how to get there has the best chance of achieving goals and desires. These concepts form the foundation of strategic planning. The steps in the strategic planning process, in no particular order, included:

1. Understanding and applying the values of the Department
2. Valuing the vision of the Department to organizational change
3. Identifying the Department's mandates
4. Developing the mission of the Department
5. Understanding and defining the philosophy of operations
6. Assessing the challenges and opportunities of the external environment
7. Assessing the weaknesses and strengths of the internal environment
8. Identifying the strategic issues faced by the Department
9. Creating strategies for the strategic issues
10. Creating the Department's ideal future through proactive future-proofing
11. Developing operational plans from a strategic perspective
12. Ensuring continual organizational change toward excellence

Through this process, the Department defined and refined our mission statement and shared values, developed a vision statement, and identified four strategic initiatives to guide us into the future: Professional Development and Training, Cultural Excellence, Expanded Services and Community Involvement, and Operational Excellence.

# Introduction

The Hanover Fire Department has strived to become and remain a progressive and innovative public safety organization, delivering excellent fire and emergency medical services to the public. Throughout the years, the fire service has been challenged to meet the changing needs and demands of our communities. The pace of the fire service, like everywhere else, continues to quicken. The events of September 11, 2001, seemed to have jump-started an internal and external requirement to change and adapt the mission, role, and responsibility of fire Departments. In a relatively short period of time, that change has been dramatic, and the necessity to continuously re-evaluate the needs of the community is a daily endeavor.

The Department has remained steadfast in our goal of delivering excellent fire and emergency medical services to the public. However, we can no longer achieve our desired goal by continuing to be reactive or simply living “from one brush fire to the next.” It is essential that we establish a clear image of what we want the Department to become. To accomplish this, the Department ventured through a process that culminated in the creation of our first strategic plan.

A strategic plan is a living management tool that provides short-and-long-term direction, builds a shared vision, tracks goals and objectives, and optimizes the use of resources.

The strategic planning process challenges an organization to base its decision-making on its values. It strives to make the mission of the Department crystal clear. It requires the members to critically examine the paradigms, perspectives, and philosophies we hold and how they relate to our commitment to best serve the residents of Hanover.

Strategic planning involves identifying the operations that need to occur today to create an ideal future with a full understanding of the issues faced and the environment the fire department functions within.

# Introduction

The strategic planning process aims to address four fundamental questions:

1. Where are we going?
2. How do we get there?
3. What is our blueprint for action?
4. How do we know if we are on track?

By embarking on this process, we are striving to meet the industry standard set by The Center for Public Safety Excellence (CPSE).

CPSE helps high-performing fire departments and emergency services professionals in their efforts to improve continuously. They do that in three main ways:

1. **Fire Department Accreditation** - A process in which departments undergo a thorough self-assessment focused on identifying strengths and areas for improvement.
2. **Credentialing** - Instilling the principles of life-long learning and self-accountability and helping fire and emergency services professionals grow and plan for a successful career.
3. **Educational Programs** - Offering individuals and departments the information they need to expand their knowledge and capabilities and stay at the forefront of the profession.

We remain committed, through this process, to provide comprehensive emergency and community services to the residents of Hanover.

# Message from the Chief

I am pleased to present the Hanover Fire Department's 2023-2028 Strategic Plan to the community. This plan is the culmination of the work of a team of dedicated firefighters from across all ranks of our Department, spanning over one year. To provide comprehensive fire, rescue, and emergency medical services to the Town of Hanover, the Hanover Fire Department must continuously improve, solve problems, collaborate on issues, understand community needs, and develop viable solutions. The strategic planning process allowed us to evaluate how we provide service to our community, how to become a more vibrant organization, and compare ourselves to industry standards and best practices. We then developed a plan to ensure that we do the very best we can with the resources available.

With our strategic plan, we decided to change how we approach the future. We cannot achieve our desired goals by continuing to be reactive. If we want to create excellence, we need to be proactive. We no longer have the luxury of completing "first things first" since many needed outcomes must be achieved concurrently. We must relate our actions and outcomes to the strategic issues we are facing now, as well as those we will face in the future.

The development of this strategic plan is a first of its kind for the Hanover Fire Department. It reflects the concerted efforts of all Department members to define and refine our mission, vision, and core values, stepping forward together into the future. The goals outlined in the plan focus on developing our people, improving our operations, cultivating our culture, and further expanding our services and engagement with our community. The plan, as presented, lays a road map to guide us as we continue to evolve and change to match the dynamic environment of fire and an "All Hazards" emergency services model.

This plan also provides our internal and external stakeholders with the "why." Knowing why we take a particular course or action is essential to our success. I don't expect total buy-in on every single action or decision made. People are not robots, but so long as they know why it is being made, it will be understood.

# Message from the Chief

Firefighters must be able to connect particular day-to-day tasks with the bigger objectives, goals, and initiatives outlined in this plan - the why. Our credibility as an organization is also tied to this plan. Local elected officials, decision makers, and the public must understand that future programming and potential budgetary requests are not just the result of thought bubbles but have been well-thought-out and part of a strategic plan that carries this organization forward.

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

Sincerely,

Jason Cavallaro  
Fire Chief

# Organizational Overview

The Hanover Fire Department provides traditional fire, rescue and Emergency Medical Services (EMS), including ambulance transport services to the Town of Hanover. The Department has 47 total personnel, including 31 full-time, two part-time, and 14 paid on-call firefighters. The full-time and part-time employees include 25-line fire and EMS personnel, one Fire Prevention Officer, two Deputy Chiefs, one civilian Executive Assistant, three Registered Nurses, and one Fire Chief. The 25-line fire and EMS personnel are divided into four groups; one group of seven and three groups of six. Each of the four groups is directly supervised by a captain. The four groups work a 24-hour rotating schedule. The Fire Prevention Captain generally works Monday through Friday between the hours of 8:00 am and 4:24 pm. The Deputy Chiefs and Chief work a traditional workweek, Monday through Friday, from 8:00 am to 4:00 pm. This schedule flexes to accommodate off-hours meetings, responses to emergency calls, and other events. The civilian Executive Assistant works Monday through Friday between 8:00 am and 3:30 pm. The Department currently has 14 paid on-call firefighters. These firefighters are divided into two "Companies," with one company assigned to Hanover Fire Headquarters and another company assigned to Station 3. The paid on-call firefighters respond as needed to serious incidents, multiple-call situations, and severe weather events.

The Hanover Fire Department operates out of two fire stations with a combination of 11 apparatus and ambulances and six command or support vehicles. These apparatus and other vehicles include four pumping engines, one tower ladder, one response squad, three ambulances, and two forest fire trucks. In addition to this apparatus, four command/staff vehicles and one utility body pick-up truck are also utilized. Headquarters, located at 32 Center Street, is staffed 24 hours per day and is home to the Department's administrative and fire prevention offices. Station 3, located at 925 Circuit Street, is unmanned and staffed with call firefighters. Station 1, located at 1160 Main Street, is unmanned and is utilized for storage only.

The Department currently responds to approximately 3,500 calls for service annually, with the anticipation of higher call volume over the timeframe covered by this Strategic Plan. Operating within a broad range of services, the Department responds to not only fire and medical emergencies but also respond to fire alarms, carbon monoxide alarms, motor vehicle collisions, hazardous materials spills, technical rescues, investigations, public assistance, and service calls.

# Organizational Overview

The Department also has a robust Fire Prevention Division responsible for fire prevention and code enforcement activities, including but not limited to smoke and carbon monoxide alarm inspections, commercial quarterly and annual inspections, fire protection systems inspections, above-ground and underground storage tank inspections, construction plan review, and all permitting required under Massachusetts General Law 148 and/or 527 CMR 1.00.

The Fire Chief is hired by contract and reports to the Town Manager. The Department is subject to Massachusetts Civil Service rules for all career firefighters except for the Fire Chief. Career firefighters, with the exception of the Chief and Deputy Chiefs, negotiate a collective bargaining agreement with the town and are part of the International Association of Firefighters. Call firefighters, the civilian executive assistant, and registered nurses are subject to the Town of Hanover's personnel regulations.

As of April 1, 2023, the Hanover Visiting Nurse (HVN) falls under the operation of the Hanover Fire Department. One full-time nurse and two part-time nurses provide non-emergent and chronic care to residents in the community. HVN is dedicated to improving the health and well-being of the community by promoting wellness and safety. Nurses provide in-home and office visits (by appointment) to residents. The Hanover Visiting Nurse is not Medicare-Certified and services are provided without reimbursement or fee to the patient. The HVN operates out of an office at Town Hall, located at 550 Hanover Street, directly adjacent to Fire Headquarters.

While a separate entity, Hanover's Emergency Management Agency (HEMA) is linked to the Hanover Fire Department. The Fire Chief and Deputy Fire Chief serve as the Town's Emergency Management Director and Deputy Emergency Management Director, respectively. Hanover's Emergency Management Agency consists of resident volunteers who are trained, organized, and function under the auspices of a Community Emergency Response Team (CERT). This team has the primary role of providing support and operation of the Town's Emergency Shelter as well as warming/cooling/charging stations throughout the year. Additionally, CERT volunteers assist during major emergencies and other planned events as needed. During the year, high school and college interns work on projects related to the HEMA mission.

# Organizational Overview

The Town's Local Emergency Planning Committee (LEPC) is a stand-alone committee required by Federal law and is under the purview of the Emergency Management Agency. The LEPC is made up of multiple internal and external stakeholders who are responsible for preparing comprehensive emergency response plans and updating them annually.

The Hanover Fire Department receives emergency communication and dispatch services from the Regional Old Colony Communications Center (ROCCC), located in Duxbury, Massachusetts. All 911 and other emergency calls are answered at this location and appropriately dispatched in accordance with pre-established policies and procedures.

The Hanover Fire Department participates in several forms of aid with neighboring and regional communities, including mutual-aid and automatic aid.

ROCCC 9-1-1 COMMUNICATIONS

# Organizational Structure

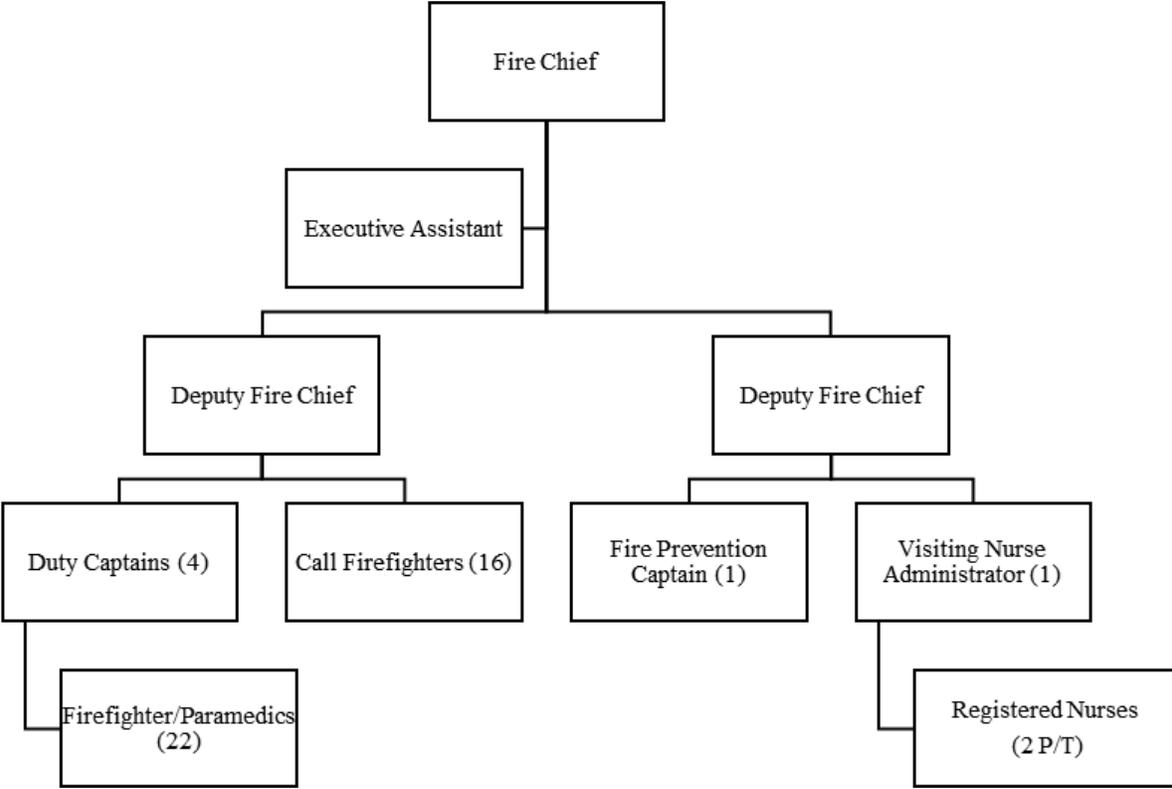
To operate effectively, the structure of a fire department should be clearly defined in the form of an organizational chart. The chart depicts the agency's hierarchy, identifies roles, and importantly, outlines the chain of command. It also helps ensure that communication flows appropriately, as well as limits opportunities to circumvent the reporting structure. The Hanover Fire Department has a well-defined organizational chart that achieves this purpose and illustrates that it operates in a traditional top-down manner. Lines of authority are clear and depicted.

An organizational structure defines how work is delegated throughout an organization. A traditional organizational structure is a strategy for organizing an entity in what is known as a hierarchy or top-down structure. With this approach, the processes of task allocation and management focus on a vertical structure that defines the chain of command.

A functional organizational structure is a team approach that groups staff into different areas based on their expertise. The Hanover Fire Department utilizes a functional organizational structure to define responsibilities within the organization. While a chart cannot depict every single function or task necessary for the safe, effective, and efficient operation of the Department, multiple areas of focus are clearly defined. This enables a clear line, top to bottom and bottom to top for ensuring these areas of focus are delegated appropriately and with a reduction in duplication of effort.

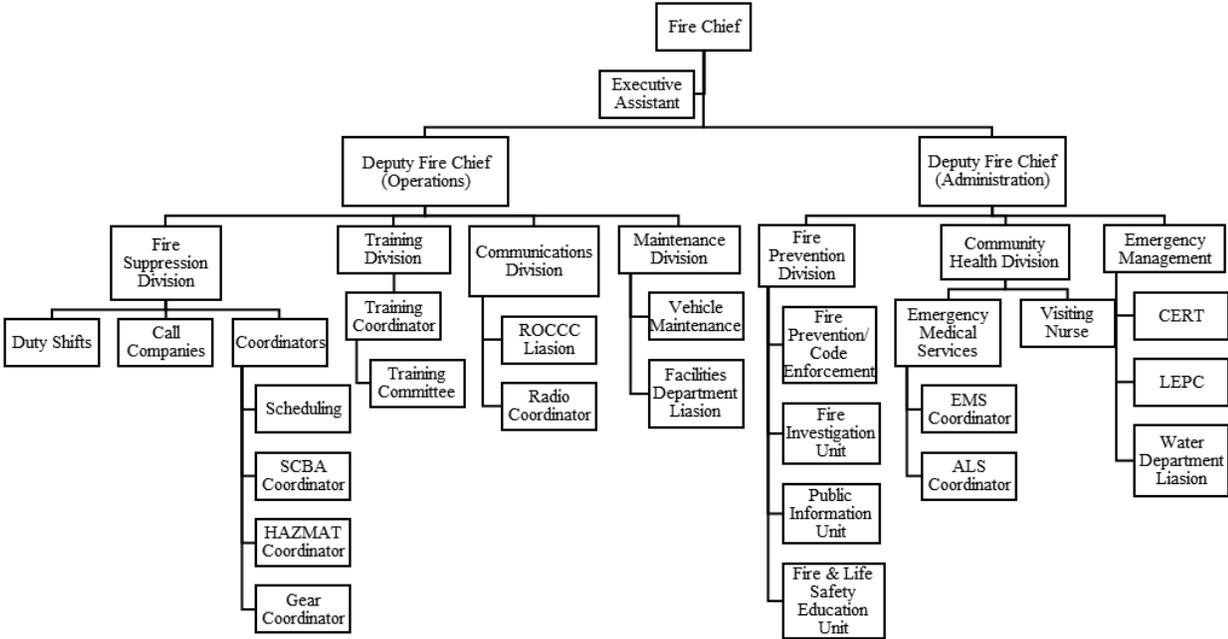
# Organizational Structure

## Traditional Organizational Chart



# Organizational Structure

## Functional Organizational Chart



# Strategic Planning Process

The development of the Hanover Fire Department's first Strategic Plan was one of five specific goals highlighted by the Hanover Fire Department for fiscal year 2023 (July 1, 2022, through June 30, 2023). A fire department that knows the environment in which it must operate, knows where it is going, and has identified how to get there has the best chance of achieving goals and desires. These concepts form the foundation of strategic planning.

An important aspect of this planning process highlighted by Department leadership was that it had to be inclusive of all ranks within the organization. All members of the Department had to have an opportunity to participate in the development of a Strategic Plan for it to be successful. It was important from a "buy-in" perspective that the entire membership be involved to the extent they choose. In the end, people may disagree with certain aspects of the plan, but it was critical that they understood the "why" behind it. Another important reason for all-inclusive participation was to gather a wide range of ideas, input, and opinions. The Chief has a particular vision, but that is one person's perspective. The true strength of the strategic planning process is that it incorporates and vets all opinions and perspectives.

This process formally began in March of 2022, when the first meeting of the Strategic Planning Committee was held. A call for volunteers to join this committee yielded thirteen members at this first meeting, a testament to the desire of members to be part of the process to shape their own future. From there, meetings were held regularly, with a considerable amount of work done both virtually and in person.

Several anonymous surveys were presented to the entire membership for their feedback. Specifically, the first survey asked members to identify the values deemed important to them. This was an important first step. The committee needed to understand individual values and determine our collective values. Next, the survey provided an opportunity for members to provide a response to the question, *"If you could change one thing about the Department, what would it be?"* Members were given multiple opportunities to provide change suggestions and input. This survey provided a vast amount of information and gave a unique snapshot of where the Department was on many levels.

# Strategic Planning Process

It was clear that we had a great organization, but there was much room for improvement. Several easy changes deemed “low-hanging fruit” were immediately considered; others were made part of the strategic planning process. The committee was able to group similar change suggestions, opinions, and input into several buckets. Together, these four buckets became the foundation for our strategic planning process and became the bigger goals from which separate smaller objectives and strategies could be created to help accomplish those goals.

A second survey was a COWS analysis. Similar to a traditional SWOT analysis (strength, weakness, opportunities, threats), the COWS analysis is a method for identifying internal and external issues. Specifically, the COWS analysis surveyed members to consider challenges, opportunities, weaknesses, and strengths. Challenges and opportunities were deemed external factors, while weaknesses and strengths were deemed internal factors.

The committee followed the specific process laid out in Mark Wallace’s Fire Department Strategic Planning: Creating Future Excellence, 3rd Edition. This provided a framework from which the committee worked from and followed. The steps in this process, in no particular order, included:

1. Understanding and applying the values of the Department
2. Valuing the vision of the Department to organizational change
3. Identifying the Department’s mandates
4. Developing the mission of the Department
5. Understanding and defining the philosophy of operations
6. Assessing the challenges and opportunities of the external environment
7. Assessing the weaknesses and strengths of the internal environment
8. Identifying the strategic issues faced by the Department
9. Creating strategies for the strategic issues
10. Creating the Department’s ideal future through proactive proofing
11. Developing operational plans from a strategic perspective
12. Ensuring continual organizational change toward excellence

# Strategic Planning Process

## Strategic Planning Committee Members

Chief Cavallaro, Deputy Freeman, Captain Reed, Captain Allen, Captain Azizian, Firefighters Johnson, Barron, Pacella, Shaw, Pelletier, Centeio, Morrison, Stetler, Duggan, Goodwin, Numrych, and Call Firefighter Cervantes.

*This Strategic Plan does not include strategic initiatives and/or goals specifically related to the Hanover Visiting Nurse. The Hanover Visiting Nurse was formally reorganized under the Hanover Fire Department on April 1, 2023 (from the Community Services Department). During this transition, the strategic planning process was concluding and final drafts of the plan were being developed. A separate planning process which includes strategic initiatives, goals, and objectives, will be developed for the Hanover Visiting Nurse.*



# Programs and Services

The Hanover Fire Department provides a wide range of programs and services. These programs and services are positioned on the spectrum of *core* and *support* services, all important to overall resident needs and expectations of what their fire department should offer and provide. Core services include those that have traditionally been covered by the fire service. The dynamic nature of the fire service has created a situation where traditional services have morphed into an all-hazards or all-service fire department. Core services of the Hanover Fire Department include, but are not limited to:

- Fires - Building, structure, vehicle, grass, woodland, etc.
- Emergency Medical Services - Basic and Advanced Life Support (BLS and ALS)
- Motor Vehicle Collisions
- Hazard Investigations - Visible/smell of smoke, weather-related issues, etc.
- Alarm Investigations - Smoke, carbon monoxide, gas, etc.
- Hazardous Materials Spills/Leaks
- Technical Rescue - High/low angle, water/ice, confined space, trench, etc.
- Utility Investigations - Gas leak/odor, electrical issues, water issues, etc.
- Public Assistance - Lock-out/in, good intent calls, citizen complaints, needle disposal, etc.
- Other Service Calls

Support services have increasingly become a time and resource-dependent part of the Hanover Fire Department. These services and programs are an important and expected part of the overall service delivery offered by the organization. Support services of the Hanover Fire Department include, but are not limited to:

- Home Safety Visits
- Smoke and Carbon Monoxide Alarm Installation
- Fire and Life Safety Education (SAFE and Senior SAFE Programs)
- CPR and First Aid Education
- Honor Guard
- Fire and EMS Standby Details

# Programs and Services

The Hanover Fire Department Fire Prevention and Code Enforcement activities have been an integral function of the organization for decades and now represent both core and support services. The Department was one of the first fire service organizations in the area to have a dedicated full-time fire prevention officer. Fire Prevention and Code Enforcement activities have become increasingly time and resource-dependent with the previous, current, and future growth of the community. Both residential and commercial building projects and permitting funnel through the Hanover Fire Department. Additionally, the Fire Prevention and Code Enforcement staff work daily in coordination and collaboration with the Town's Department of Municipal Inspections. Enhancing fire protection and life safety equipment within the community is an important result of the Department's Fire Prevention and Code Enforcement commitment. Fire Prevention and Code Enforcement activities include, but are not limited to:

- Commercial and Residential Plan Review
- Commercial and Residential Site Plan Review
- Commercial Fire Protection Inspection and Review
- Smoke and Carbon Monoxide Alarm Inspection (MGL 26F)
- Flammable and Combustible Liquid Storage Permitting and Inspection
- Annual Inspections (assembly, food/beverage, residential, etc.)
- Oil Burner Installation/Oil Tank Removal Inspection and Permitting
- Commercial Tank Truck Inspection and Permitting
- Tier 2 Report Intake and Hazard Inspection/Planning

The Department has taken steps to incorporate several core and support services into the overall umbrella of Community Risk Reduction (CRR). CRR is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact. CRR helps communities find their risks and develop a plan to reduce the risks viewed as high priority.

# Summary of Mandates

Every organization exists for a set of specific formal and informal reasons. Those reasons define the needs that are to be met by the organization. They can be translated into specific functions, programs, or services, collectively known as mandates. The fire service today is a maze of both formal and informal mandates that must be recognized and understood, especially with regard to the delivery of emergency medical services. Mandates for the Hanover Fire Department are not dissimilar to other fire service organizations in the area and across the nation. These include local legislation, local directives, state mandates, federal mandates, and informal mandates. A small sampling of these mandates includes the following:

## *Local Legislation*

- Town of Hanover General By-Laws
- Town of Hanover Town Manager Act

## *Local Directives*

- Town of Hanover Select Board Policies and Procedures
- Hanover Fire Department Rules and Regulations
- Hanover Fire Department Policies and Procedures
- Emergency Medical Agreement and Direction

## *State Mandates*

- Massachusetts General Laws
  - Chapter 31
  - Chapter 48
  - Chapter 111C
  - Chapter 148
- 527 CMR 1.00
- 105 CMR 170
- Massachusetts Department of Public Health EMS Statewide Treatment Protocols

## *Federal Mandates*

- Fair Labor Standards Act (FLSA)
- Occupational Health and Safety Administration (OSHA)
- Health Insurance Portability and Accountability Act (HIPAA)
- Emergency Planning and Community Right-to-Know Act (EPCRA)

## *Informal Mandates*

- National Fire Protection Association (NFPA) Codes and Standards

# Mission and Values

*“Our mission is to provide comprehensive emergency and community services to the Town of Hanover”*

To accomplish this mission, members of the Hanover Fire Department will operate with the following core values:

## **PROFESSIONALISM**

Consistently setting high standards and achieving excellence by having competence, knowledge, and skills.

## **RESPONSIVENESS**

Answering calls for service in a timely manner; adapting to the changing role of the fire service and the needs of the community.

## **INTEGRITY**

Being honest and having moral principles when seen or unseen.

## **DEDICATION**

Being loyal and devoted to each other and the community.

## **DISCIPLINE**

Having self-control and personal responsibility for all we do or do not – and how we do it.

## **EMPATHY**

Caring about and having compassion toward each other and those we serve.

# Vision Statement

***We strive to be an adaptive and mission-focused organization with an unwavering commitment to public service, achieved through operational excellence, professional development, strong community engagement, and a value-driven culture.***

Organizations that do not have a clearly defined vision of the future tend to dwell on the past, focusing on what is not working right now. Members of the Hanover Fire Department desire an organization that remains proactive and innovative, leading the way for the fire service in our area. To achieve the ideal future, the Department must move forward with a common vision. This vision must give added meaning to the actions of everyone who shares it.

Developing this Vision Statement was a meticulous and thought-provoking aspect of the strategic planning process. Members of the committee spent time over multiple meetings discussing and tweaking individual and collective visionary ideas. These ideas were grouped into similar concepts and common themes. Once the number of ideas, concepts, and themes were determined, a statement that best described and incorporated these items was drafted as the vision statement. This draft was refined and further fine-tuned into an all-inclusive, simple, and realistic statement of what the Department's ideal future should look like.

# Strategic Initiatives and Goals

## *Strategic Initiative 1: Professional Development and Training*

*Goal 1: Adopt NFPA 1021*

*Goal 2: Leadership and Professional Development Training Opportunities*

*Goal 3: Create a Performance and Accountability Culture*

*Goal 4: Identify Minimum Annual Training Requirements and Certification*

*Goal 5: Develop Career Pathway*

*Goal 6: Provide Resources to Support Training*

## *Strategic Initiative 2: Cultural Excellence*

*Goal 1: Promote an adaptive environment, innovative, open to change*

*Goal 2: Nurture Labor/Management Relationship*

*Goal 3: Employee Engagement and Retention, Team, and Tradition Building Programs*

*Goal 4: Improved Internal Communications*

*Goal 5: Mentoring, Coaching, and Counseling Programs*

## *Strategic Initiative 3: Expanded Services and Community Involvement*

*Goal 1: Community Outreach and Education Programs*

*Goal 2: Address NFPA 1300 – Community Risk Reduction*

*Goal 3: Community Communication*

*Goal 4: Identify Opportunities to Promote the Fire Service as a Career*

*Goal 5: Identify Areas and Opportunities for Expanded Services*

*Goal 6: Ensure Adequate/Effective Facilities for all Fire Department Operations*

## *Strategic Initiative 4: Operational Excellence*

*Goal 1: Reinvent Planning Process*

*Goal 2: Address Industry Standards to Improve Operations*

*Goal 3: Improve Operational and Deployment Model*

*Goal 4: Address NFPA 1620 – Pre-Incident and Special Hazard Plans*

*Goal 5: Address Fire and EMS Response Times*

*Goal 6: Improve Data Collection and Deployment*

*Goal 7: Address NFPA 1500 – Safety Committee*

*Goal 8: Address NFPA 1561 – Incident Command*

*Goal 9: Improve EMS Delivery System*

# Strategic Plan Format Overview

The main points of this Strategic Plan are identified as strategic initiatives. These were identified through the planning process as the major issues the Department needs to consider now and moving into the future in the quest to achieve excellence. There are four main strategic initiatives. Each initiative is broken down further into general goals with specific objectives. Each goal depicted in this Strategic Plan.

Strategic Initiative	"Big Picture" project or action, related to the overall vision, aimed at closing performance gaps
Goal	General statement of intended and continuing future results
Objective	Broad categories. These are non-measurable, non-dated, continuous and ongoing. Objectives move the organization from motive to action
Lead(s)	Department personnel tasked at being the Strategy Champion
Funding	General funding levels organized as LOW, MEDIUM and HIGH; generally identified as: LOW - \$0 - \$50,000 MEDIUM - \$50,000 - \$100,000 HIGH - \$100,000+ Potential funding sources are also identified, where possible
Target Start Date	Depicts when work to complete each objective is expected to commence
Target Completion Date	Depicts when each objective is targeted for completion
Purpose	Why the Department is implementing the strategy
Action Plan	A description of what needs to be done, in no specific order
Desired Outcomes	Benchmark(s) that have been established by the Committee to evaluate the success of each strain order to evaluate if the strategy, goal and objective

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 1	Adopt NFPA 1021
Objective 1	Institute industry recommendations for defining professional qualifications
Lead(s)	Chief Cavallaro; Deputy Freeman
Funding	LOW [Operating Budget, Grants]
Target Start Date	2023
Target Completion Date	2026
Purpose	Provide formalized training and certification to Hanover Fire Department leadership in accordance with industry standards and recommendations.
Action Plan	<ul style="list-style-type: none"> <li>• Provide Training and Certification to Emergency Decision Makers</li> <li>• Certify all Officers and potential Officers to NFPA 1021 Standard – Instructor, Officer, Safety Officer</li> <li>• Provide suggested pathway for aspiring Emergency Decision Makers</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Emergency Decision Makers are certified to NFPA 1021 Standard</li> <li>• Improved operational performance</li> <li>• Improved advancement and succession planning</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 2	Leadership and Professional Development Training Opportunities
Objective 1	Identify opportunities for Department personnel to participate in leadership and professional development programs – on-site and off-site, with specific emphasis on current and aspiring officers
Lead(s)	Chief Cavallaro; Deputy Freeman; Training Committee
Funding	LOW [Operating Budget, Grants]
Target Start Date	2023
Target Completion Date	2024/Ongoing
Purpose	Provide opportunities for Department personnel to grow, personally and professionally, in areas outside the typical fire service strategy and tactics.
Action Plan	<ul style="list-style-type: none"> <li>• Provide regularly occurring leadership training for Department officers</li> <li>• Seek and promote outside opportunities to attend leadership programs</li> <li>• Promote the participation in leadership and professional development classes, conferences, events and programs</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved operational and administrative performance</li> <li>• Improved internal and external human relations</li> <li>• Improved personal and professional growth</li> <li>• Improved succession planning</li> <li>• Increased flow of new ideas, concepts, and initiatives</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 3	Create a Performance and Accountability Culture
Objective 1	Develop formal and/or informal performance review process
Lead(s)	Chief Cavallaro; Firefighter Centeio
Funding	LOW [Operating Budget, Grants]
Target Start Date	2023
Target Completion Date	2024/Ongoing
Purpose	Provide a mechanism for review, feedback and staff to mutually agreed performance expectations.
Action Plan	<ul style="list-style-type: none"> <li>• Include formal performance review for all members during their probationary period</li> <li>• Include informal performance review for all members at regular intervals – subject to labor negotiations</li> <li>• Seek options for informal performance review of all members</li> <li>• Provide mechanism to review expectations and goals with subordinates on annual basis, outside of formal “performance review” process</li> <li>• Update Fire Department Rules and Regulations</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Performance expectations known and reviewed at regular intervals</li> <li>• Fair and balanced treatment of staff</li> <li>• Provide goal-orientated personnel management</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 4	Identify Minimum Annual Training Requirements and Certifications
Objective 1	Utilize ISO and NFPA to guide training qualifications of Members
Lead(s)	Deputy DeAcetis; Training Committee
Funding	MEDIUM [Operating Budget, Grants]
Target Start Date	2023
Target Completion Date	2024
Purpose	Ensure all personnel are trained and certified to industry Firefighting standards.
Action Plan	<ul style="list-style-type: none"> <li>• Adopt NFPA 1410 – Training for Emergency Scene Operations</li> <li>• Align Training Program with NFPA 1410, NFPA 1001 and ISO</li> <li>• Improved quantity and quality of Annual/Monthly Training</li> <li>• Establishment of “benchmarks” for personnel training and operational performance</li> <li>• Implementation and integration of basic and advanced Fire and EMS Training Program</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved operational performance</li> <li>• Improved firefighter safety</li> <li>• Improved professional growth of members</li> <li>• Alignment of Department Training Program with national standards</li> <li>• Meet ISO standards for Training Program</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 4	Identify Minimum Annual Training Requirements and Certifications
Objective 2	Create EMS Training Plan Focused on Identified Areas of Improvement
Lead(s)	Captain Salvucci; Firefighter Pacella; Firefighter Duggan
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2025
Purpose	Ensure Hanover Fire Personnel are trained and certified to industry Emergency Medical Services standards.
Action Plan	<ul style="list-style-type: none"> <li>Align Department Annual EMS Training Program with NREMT/MA OEMS Provider Recertification Requirements</li> <li>Align Department Annual EMS Training Program with ongoing QA/QI Program</li> <li>Identify advanced/specialty classes to include with Annual EMS Training Program</li> <li>Establishment of "benchmarks" for personnel training and operational performance</li> <li>Identify specialty areas/program for advanced Provider skills and knowledge</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>Improved operational performance</li> <li>Enhanced patient care</li> <li>Improved EMS documentation</li> <li>Internal NREMT/MA OEMS Provider Recertification</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 5	Develop Career Pathway
Objective 1	Create EMS Training Plan Focused on Identified Areas of Improvement
Lead(s)	Chief Cavallaro; Firefighter Centeio
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024
Purpose	Develop a planning tool for staff that integrates suggested experience levels, education, certification and training to enable a successful and productive fire service career.
Action Plan	<ul style="list-style-type: none"> <li>• Identify "desired" experience, education, training and certification</li> <li>• Identify possible career pathways for all positions, including specialty positions (for example: Fire Prevention and Fire Investigation)</li> <li>• Identify education, certification and training options available</li> <li>• Create and publish career pathway, with revisions as necessary</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Career Pathway published for all ranks and specialty positions,</li> <li>• "Road Map" for members seeking personal/professional growth</li> <li>• Improved Training and Professional Development opportunities</li> <li>• Improved operational performance</li> </ul>

# Professional Development and Training

Strategic Initiative	Professional Development and Training
Goal 6	Provide Resources to Support and Enhance Training and Professional Development
Objective 1	Identify needed resources, fixed and other, to support ongoing and enhanced training and professional development opportunities
Lead(s)	Deputy DeAcetis; Captain Azizian; Training Committee/Training Committee Sub-Committee
Funding	Medium/High [Operating Budget, Capital Budget, Grants, TBD]
Target Start Date	2023
Target Completion Date	2028/Ongoing
Purpose	Identify and determine options to provide the resources and support to enable effective and meaningful on-duty and off-duty training and opportunities for staff.
Action Plan	<ul style="list-style-type: none"> <li>• Identify resources needed to enhance/ increase training opportunities</li> <li>• Identify options for training resources (local, state, federal, private)</li> <li>• Collaborate with neighboring Departments to maximize opportunities</li> <li>• Determine feasibility of local training facility within the community</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved access to meaningful training options for members</li> <li>• Improved quality of training – Fire and EMS</li> <li>• Improved operational performance</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 1	Encourage adaptive environment, innovative, and open to change
Objective 1	Known expectation is continuous improvement with the goal of sustainable change
Lead(s)	Chief Officers and Company Officers
Funding	LOW [N/A]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	To achieve excellence, the organization must continuously improve. This requires the culture to be adaptive and innovative. Change is occurring everyday but frequently has a perceived negative connotation to it. Transformational change occurs when all levels of the organization are engaged.
Action Plan	<ul style="list-style-type: none"> <li>• Promote changes that improve service delivery, increase safety, enhance personal development and training or that are driven by regulation, standard or stakeholder expectation – never promote based on personal agenda</li> <li>• Communicate the need for change – clearly, early, often</li> <li>• Emphasis on “middle-out” change – where company officers are the influencers</li> <li>• Empower and promote “problem finders” to become “problem solvers”</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved operational performance</li> <li>• Change is viewed as a “positive,” necessary and natural component of improvement</li> <li>• Ideas and innovation come from all levels of the organization</li> <li>• Turning “followers” into “leaders”</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 2	Sustain Labor/Management Relationship
Objective 1	Regular Labor/Management Meetings and Communications
Lead(s)	Chief Cavallaro; Union President/E-Board
Funding	LOW [N/A]
Target Start Date	2023
Target Completion Date	2023
Purpose	Maintain and cultivate lines of communication between labor and management to inspire unity, preserve fire service traditions and manage change.
Action Plan	<ul style="list-style-type: none"> <li>• Formalize regular Union Executive Board/Management meetings</li> <li>• Informal meetings as needed in between 3-year contract negotiation cycles.</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Problems, concerns and issues are identified and resolved quickly</li> <li>• Enhanced two-way communication between Labor and Management</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 3	Employee Engagement and Retention, Team and Tradition Building Programs
Objective 1	Improve Morale through Team Building Activities
Lead(s)	Firefighter Blakeman; Firefighter Morrison; Firefighter Centeio
Funding	LOW [Operating Budget, Other ]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Focus on building and improving Department morale through team-oriented activities.
Action Plan	<ul style="list-style-type: none"> <li>• Develop a Team or Committee to oversee Department celebrations and other team building activities that are voluntary, not mandatory</li> <li>• Build on Department only and family included social events including Department dinners, holiday parties, family outings, movie night, etc.</li> <li>• Encourage and promote traveling to industry relevant shows and conventions</li> <li>• Promote, encourage and sustain tradition building events and components</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Enhanced morale</li> <li>• Improved member engagement</li> <li>• Family-centered organization</li> <li>• Institutionalization of developed Department traditions.</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 3	Employee Engagement and Retention, Team and Tradition Building Programs
Objective 2	Build on existing Employee Recognition Program
Lead(s)	Chief Cavallaro; Captain Azizian; Firefighter Pelletier
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024/Ongoing
Purpose	Improve and sustain morale of Department by providing recognition of performance, service, promotion and significant contributions of members.
Action Plan	<ul style="list-style-type: none"> <li>• Timely and consistent recognition of employee accolades</li> <li>• Create an employee recognition Team or Committee that administers awards and ceremonies</li> <li>• Recognize employee achievements within one month of the event</li> <li>• Build on existing employee recognition and awards ceremonies</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Better/timely recognition of events</li> <li>• Enhanced morale</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 3	Employee Engagement and Retention, Team and Tradition Building Programs
Objective 3	Communicate Department Mission, Vision and Values
Lead(s)	Chief Officers and Company Officers
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	The Mission, Vision, and Values provide direction for everything that happens in the organization – providing focus on where the organization is going.
Action Plan	<ul style="list-style-type: none"> <li>• Widely display new Department Mission, Vision and Values prominently around facilities</li> <li>• Distribute the Department Strategic Plan to all members and communicate aspects through in person meetings</li> <li>• Communicate Mission, Vision and Values to all members, with emphasis on company officers – clearly, early and often</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Department foundational statements are widely available and visible; and are an integral part of the Department culture</li> <li>• Organization becomes value-driven vs. rule driven</li> <li>• Top-Bottom/Bottom-Top understanding of Department Strategic Plan – Mission, Vision, and Values</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 4	Improved Internal Communication
Objective 1	Improve Regular Department Communication
Lead(s)	Chief Officers, Company Officers and Senior Firefighters
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Ensure regular and effective informational flow through the Department.
Action Plan	<ul style="list-style-type: none"> <li>• Organize and Schedule regular full-Department meetings at least once a year (minimum)</li> <li>• Chief and Deputies organize and schedule regular meetings with Groups and Call Companies</li> <li>• Provide regular (weekly/bi-weekly) Department Update email/newsletter in an effort to consolidate administrative email frequency</li> <li>• Continue regular Officer/Leadership Meetings</li> <li>• Utilize multiple forms of communication to inform members</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Staff is well informed</li> <li>• Agenda items flow up through the organization</li> <li>• Improve transparency</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 4	Improved Internal Communication
Objective 2	Ability to raise concerns and/or make suggestions within the Department
Lead(s)	Chief Officers; Company Officers; Senior Firefighters
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Establish a process where employee concerns are raised and are treated positively and with respect.
Action Plan	<ul style="list-style-type: none"> <li>• Chief and Deputies will maintain “Open Door” Policy</li> <li>• Train/Coach first-line supervisors on how to respond to/deal with concerns and suggestions from members</li> <li>• Promote employees to seek out their first-line supervisor first to address concerns or make suggestions</li> <li>• Encourage/Improve/Sustain informal communication between all levels of the organization</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Concerns raised within the organization without fear of fallout</li> <li>• Items of concern flow up through the organization</li> <li>• All staff, at all levels, feel empowered to make suggestions for change/improvement</li> <li>• Enhanced morale</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 5	Mentorship, Coaching and Counseling Programs
Objective 1	Develop mentorship and coaching programs
Lead(s)	Firefighter Morrison; Firefighter Duggan; Firefighter Signor
Funding	LOW [Operating Budget]
Target Start Date	2024
Target Completion Date	2026
Purpose	Create a formal process and a program to ensure the retention of institutional knowledge while providing guidance to newer Department personnel.
Action Plan	<ul style="list-style-type: none"> <li>• Define the Department’s role in mentoring staff on both work and personal issues</li> <li>• Develop a mentoring program/process</li> <li>• Provide mentoring/coaching training for first-line supervisors</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Institutional knowledge is passed along and retained</li> <li>• Department personnel have an in-house resource for guidance on work and personal matters</li> </ul>

# Cultural Excellence

Strategic Initiative	Cultural Excellence
Goal 5	Mentorship, Coaching and Counseling Programs
Objective 2	Develop and Provide Counseling Resources
Lead(s)	Chief Cavallaro; Firefighter Morrison
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024
Purpose	Provide, advertise and encourage the use of counseling resources for Department personnel and their families.
Action Plan	<ul style="list-style-type: none"> <li>• Identify and Formalize Department Chaplain Position</li> <li>• Provide and Encourage the use of Employee Assistance Programs (EAP)</li> <li>• Formalize Critical Incident Stress Debriefing Process/Policy and utilize when needed with specific emphasis on critical incidents</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Department personnel are aware of and have access to counseling services, both in-house and outside</li> <li>• Department personnel actively use counseling services as necessary</li> <li>• Department Chaplain identified and integrated into operations</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 1	Community Outreach and Education Programs
Objective 1	Expand Fire and Life Safety and First Aid Education Programming
Lead(s)	Deputy Freeman; Firefighter Johnson; Firefighter Shaw
Funding	LOW [Operating Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2024/Ongoing
Purpose	Provide Fire and Life Safety and First Aid Education programs to the community in an effort to enhance value of Hanover Fire Department and to promote safety, awareness and risk reduction in the community.
Action Plan	<ul style="list-style-type: none"> <li>• Formalize Fire and Life Safety Education Coordinator Position</li> <li>• Continue to seek opportunities to deliver Fire and Life Safety Education</li> <li>• Coordinate with Schools and Community Groups to identify opportunities to increase Fire and Life Safety Education</li> <li>• Implement Community CPR and First Aid Education Program</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Effective and well-attended community Fire and Life Safety Education Programs</li> <li>• Reduced risk of injury/loss of life and property damage</li> <li>• Community CPR and First Aid Education Program active and in place</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 2	Address NFPA 1300 – Community Risk Reduction
Objective 1	Implement Community Risk Reduction (CRR) efforts and identify opportunities to merge with existing Department programming
Lead(s)	Deputy Freeman; Captain Salvucci; Firefighter Johnson
Funding	LOW [Operating Budget, Grants, Other]
Target Start Date	2024
Target Completion Date	2026
Purpose	Community Risk Reduction (CRR) is a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact.
Action Plan	<ul style="list-style-type: none"> <li>• Identify leader of Community Risk Reduction (CRR) Program</li> <li>• Conduct Community Risk Assessment</li> <li>• Identify, prioritize and define the risks that pertain to the community</li> <li>• Develop, implement, evaluate CRR Plan and Programming</li> <li>• Identify opportunities to merge CRR with Fire and Life Safety Education</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Integration of all fire protection strategies</li> <li>• Identify high-risks around the community</li> <li>• Build partnerships with internal and external stakeholders</li> <li>• Improve health and safety of residents and community members</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 3	Community Communications
Objective 1	Expand Public Information Officer Role and Responsibilities
Lead(s)	Firefighter Pelletier
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Create single point of contact (POC) for public information distribution who is responsible for providing consistent, informative and reliable messaging to the public.
Action Plan	<ul style="list-style-type: none"> <li>• Formalize Public Information Officer position</li> <li>• Develop consistent information distribution methods and mediums for emergent and non-emergent events</li> <li>• Formalize policies and procedures for handling public and media information inquiries – at all levels</li> <li>• Work with Emergency Management Team to identify emergent community communication options and resources</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Timely dissemination of emergent and non-emergent information</li> <li>• Better public awareness and understanding of fire department mission and operations</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 3	Community Communications
Objective 2	Create Community Publication
Lead(s)	Chief Cavallaro; Firefighter Pelletier
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Create a publication on a regular basis (monthly, annually) that provides insight into the happenings of the Department – supplementing not supplanting to the Town’s Annual Report.
Action Plan	<ul style="list-style-type: none"> <li>• Explore opportunities and formatting for publication</li> <li>• Identify items to include in publication</li> <li>• Determine appropriate means of publication distribution</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Fire Department publication created and distributed</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 4	Identify Opportunities to Promote the Fire Service as a Career
Objective 1	Develop Fire Training Program with local high school(s)
Lead(s)	Chief Cavallaro; Deputy Freeman; Firefighter Johnson
Funding	HIGH [Operating Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2026
Purpose	Develop a Fire Training Program, in collaboration with local high school(s), that provides basic firefighting and emergency medical training and certification, to enable interested graduates an opportunity to consider the fire service as a career.
Action Plan	<ul style="list-style-type: none"> <li>• Collaborate with local high school(s)</li> <li>• Determine Program of Study</li> <li>• Develop Program based on short, medium and long-term goals</li> <li>• Identify funding mechanisms to sustain program</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Fire Program in place at local high school(s)</li> <li>• Fire Program provides basic firefighting and emergency medical training and certification</li> <li>• Graduates enter into the fire service post-graduation</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 4	Identify Opportunities to Promote the Fire Service as a Career
Objective 2	Improve and Increase Career and Call recruitment efforts
Lead(s)	Deputy DeAcetis; Firefighter Ciolkosz; Firefighter Cervantes
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024
Purpose	Develop a coordinated and sustainable recruitment program for Career and Call Firefighters
Action Plan	<ul style="list-style-type: none"> <li>• Leverage public information capabilities to advertise open positions</li> <li>• Attend high school college and other job fairs</li> <li>• Visit high schools, in conjunction with formalized Fire Training Program</li> <li>• Regularly occurring Call Firefighter recruitment and hiring process</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Increased public awareness of fire department recruitment</li> <li>• Increased pool of interested candidates for open positions</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 5	Identify areas and opportunities for Enhanced Services
Objective 1	Work with internal and external partners and stakeholders to identify gaps in local services.
Lead(s)	Chief Officers; Firefighter Barron; Firefighter Stetler; Firefighter Numrych
Funding	MEDIUM/HIGH [Operating Budget, Capital Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Work in collaboration with internal and external stakeholders to develop enhanced services and other programs that address identified gaps in existing local services.
Action Plan	<ul style="list-style-type: none"> <li>• Determine needs and existing gaps in services through collaborative assessment process in conjunction with CRR</li> <li>• Identify gaps that can be closed through fire department involvement</li> <li>• Identify areas of collaboration with internal and external stakeholders</li> <li>• Develop programming to address identified needs and gaps</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Identified needs and gaps are acknowledged and addressed (wherever possible)</li> <li>• Better service delivery to the community</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 5	Identify areas and opportunities for Enhanced Services
Objective 2	Implement Mobile Integrated Health/Community EMS Program
Lead(s)	Chief Cavallaro; Deputy Freeman; Captain Salvucci; Firefighter Barron; Firefighter Stetler; Firefighter Numrych
Funding	MEDIUM/HIGH [Operating Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2026
Purpose	Leverage success of COVID-19 Pandemic Response Program and develop sustained Mobile Integrated Health Program to meet the needs of the community.
Action Plan	<ul style="list-style-type: none"> <li>• Collaborate with the Hanover Visiting Nurse to enhance services where</li> <li>• Continue to pursue the development of a Mobile Integrated Health program, specifically alternative transport destinations, discharge follow-up of residents, and identification of high EMS utilizers for intervention with home services.</li> <li>• Expand the Community Home Safety Visit program for seniors to incorporate Home Safety checks after disposition of a 911 response</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Development of an interDepartmental Mobile Integrated Health program</li> <li>• Reduction in unnecessary Emergency Department Visits</li> <li>• Reduction in Hospital Readmission</li> <li>• Potential financial and resource savings</li> </ul>

# Expanded Services and Community Involvement

Strategic Initiative	Expanded Services and Community Involvement
Goal 6	Ensure Adequate/Effective Facilities for all fire department Operations
Objective 1	Determine best options for existing fire department facilities
Lead(s)	Chief Cavallaro; Deputy Freeman; Deputy DeAcetis; Captain Reed; Firefighter Barron
Funding	MEDIUM/HIGH [Operating Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2028
Purpose	Ensure proper facilities exist to provide effective and efficient services to the entire community with specific attention to those areas with increased response times; as well as provide appropriate and sufficient facilities to properly meet the Departments storage and space needs.
Action Plan	<ul style="list-style-type: none"> <li>• Investigate areas in North Hanover that may provide the opportunity to construct Fire Sub Station</li> <li>• Conduct a needs assessment of existing fire facilities</li> <li>• Determine short-and-medium-term immediate investments needed at Headquarters, Station 3, and Hanover Visiting Nurse Offices</li> <li>• Conduct needs assessment for Hanover Visiting Nurse at Town Hall</li> <li>• Leverage and utilize Standards of Cover to assist with determining facility needs</li> <li>• Provide proper facilities for fire department operations</li> <li>• Ensure adequate and appropriate response times throughout the entire community</li> <li>• Ensure adequate and appropriate facilities exist at current facilities (Headquarters, Station 3, Hanover Visiting Nurse) to provide safe and functional space and storage</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 1	Reinvent Planning Process
Objective 1	Engage in Strategic Planning
Lead(s)	Chief Officers; Executive Assistant Poznauskis
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Provide an all-inclusive vision-driven and participatory process in Department planning and decision-making.
Action Plan	<ul style="list-style-type: none"> <li>• Conduct a Department-wide Strategic Planning process with a five-year horizon and repeat in that interval thereafter</li> <li>• Institutionalize Strategic Plan as basis for all personnel, expense, capital and other resource requirements of the Department</li> <li>• Revisit the Strategic Plan annually for status of activity and resourcing</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Complete and produce a five-year Strategic Plan</li> <li>• Annually review the plan for progress and updates</li> <li>• Use the plan to achieve goals and objectives of the Department</li> <li>• Department personnel are aware of the goals and objectives, understanding the “why” at all levels of the organization</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 2	Address Industry Standards to Improve Operations
Objective 1	Develop a Standards of Cover
Lead(s)	Chief Officers; Company Officers
Funding	MEDIUM [Operating Budget, Grant]
Target Start Date	2023
Target Completion Date	2024
Purpose	This is a written procedure which determines the distribution and concentration of fixed and mobile resources of an organization. The purpose for completing such a document is to assist the Department in ensuring a safe and effective response force for fire suppression, emergency medical services (EMS), and specialty response situations.
Action Plan	<ul style="list-style-type: none"> <li>• Determine best approach for completion (in-house vs. vendor)</li> <li>• Conduct Community Risk Assessment</li> <li>• Determine applicable standards, goals and objectives</li> <li>• Identify current performance and resources</li> <li>• Determine desired performance/benchmarks/outcomes</li> <li>• Identify needed areas of improvement</li> <li>• Acquire budget funding for the process</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Identification of operational strengths and weaknesses</li> <li>• Prioritization of work needed to align Department with current industry best practices and community expectations</li> <li>• Articulation of the relationship between workload and community risk, service demand, resource needs and response time capability</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 2	Address Industry Standards to Improve Operations
Objective 2	Seek Accreditation from the Center for Public Safety Excellence
Lead(s)	Chief Officers; TBD (Accreditation Manager)
Funding	MEDIUM/HIGH [Operating Budget, Capital Budget, Grants, Other]
Target Start Date	2024
Target Completion Date	2027
Purpose	Accredited agencies are better positioned to be community-focused, data-driven, outcome-focused, strategic-minded, well-organized, properly equipped, and properly staffed and trained.
Action Plan	<ul style="list-style-type: none"> <li>• Identify Leader/Team to investigate and oversee the accreditation process</li> <li>• Conduct Self-Assessment</li> <li>• Manage accreditation process, feedback and review from IAFC and CPSI</li> <li>• Acquire budget funding for the process</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Provide greater community alignment with fire department</li> <li>• Encouragement of quality improvement</li> <li>• Facilitated input from and building of positive relationship with Labor</li> <li>• Identification of organizational strengths and weaknesses</li> <li>• Establishment of a plan for improvement</li> <li>• Data supported decision-making</li> <li>• Communication of management and leadership philosophies</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 2	Address Industry Standards to Improve Operations
Objective 3	Seek Accreditation from the Commission on Accreditation of Ambulance Services (CAAS)
Lead(s)	Chief Officers; Captain Salvucci; Firefighter Pacella; Firefighter Numrych; TBD (Accreditation Manager)
Funding	MEDIUM [Operating Budget, Capital Budget, Grants, Other]
Target Start Date	2025
Target Completion Date	2028
Purpose	CAAS accreditation signifies the organization has meet the “gold standard” determined by the ambulance industry to be essential in a modern emergency medical services provider. These standards often exceed those established by state or local regulation. These accreditation standards are designed to increase operational efficiency and clinical quality, while decreasing risk and liability to the Department.
Action Plan	<ul style="list-style-type: none"> <li>• Identify Leader/Team to oversee Rating process</li> <li>• Review Accreditation Requirements</li> <li>• Meet Standards/Requirements</li> <li>• Revise Capital/Operating Budgets as needed</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Increased EMS operational performance and efficiency</li> <li>• Increased clinical quality</li> <li>• Decreased risk and liability</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 2	Address Industry Standards to Improve Operations
Objective 4	Improve ISO Score
Lead(s)	Chief Officers
Funding	MEDIUM [Operating Budget, Capital Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2027
Purpose	Attain a high level of Insurance Services Office rating through superior operational performance and adequate resources in support of the accreditation process and the Strategic Plan.
Action Plan	<ul style="list-style-type: none"> <li>• Ensure ISO 3 Rating sustainability</li> <li>• Prepare for next ISO review(s) in 2023 and 2027</li> <li>• Work with Hanover Water Department and Regional Old Colony Communications Center to support ISO rating</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Maintain ISO 3 Rating</li> <li>• Improve to ISO 2 Rating during next review</li> <li>• Ability to plan, budget for and justify needed improvements</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 3	Improve Operational and Deployment Model
Objective 1	Review and Achieve Effective Shift Strength Levels
Lead(s)	Captain Allen; Firefighter Centeio
Funding	MEDIUM [Operating Budget, Capital Budget, Grants, Other]
Target Start Date	2023
Target Completion Date	2025
Purpose	Institute levels of firefighter and officer staffing that promote personnel and operational efficiency and safety and supports efforts to achieve accreditation and the delivery of exceptional Fire and EMS services.
Action Plan	<ul style="list-style-type: none"> <li>• Link effective staffing level analysis with Standards of Cover</li> <li>• Analyze operational data to determine the impact of various shift strength on the provision of safe, reliable, effective and efficient services</li> <li>• Identify staffing model ensuring appropriate daily shift strength 24/7</li> <li>• Investigate alternative staffing configurations</li> <li>• Provide correct/appropriate Span of Control</li> <li>• Advocate for additional funding as necessary and seek SAFER Grant Funding to allow for effective shift staffing</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Data supported decision-making</li> <li>• Achieve national standards for staffing and levels of service</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 3	Improve Operational and Deployment Model
Objective 2	Determine best approach to Internal Shift Rotation
Lead(s)	Deputy DeAcetis; Captain Allen; Firefighter Johnson; Firefighter Barron; Firefighter Pacella
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024
Purpose	Determine the best approach to the Department's shift rotation to maximize effective and efficient response, provide the community with a high level of service delivery and enhance the professional growth of members across the spectrum throughout their careers.
Action Plan	<ul style="list-style-type: none"> <li>• Review options for internal shift rotation</li> <li>• Determine internal and external needs related to shift rotation options</li> <li>• Ensure the provision of safe, reliable, effective, and efficient service delivery</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved competency and comfort with various task positions</li> <li>• Professional growth of members</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 4	Address NFPA 1620 – Pre-Incident and Special Hazard Plans
Objective 1	Update and Further Develop Pre-Incident and Special Hazard Plans
Lead(s)	Deputy Freeman; Firefighter Johnson; Firefighter Barron
Funding	LOW [Operating Budget, Grant]
Target Start Date	2023
Target Completion Date	2024
Purpose	Develop pre-incident plans for residential and commercial occupancies; with a special emphasis on high-hazard occupancies, to help responders effectively manage emergencies so as to maximize protection for occupants, responding personnel, property and the environment.
Action Plan	<ul style="list-style-type: none"> <li>• Pre-Plan residential, commercial and high-hazard occupancies</li> <li>• Prioritize locations for the pre-planning process</li> <li>• Conduct pre-planning as part of the Annual Training Program as well as Fire Prevention activities</li> <li>• Conduct pre-planning at high-hazard and Tier 2 occupancies</li> <li>• Digitalize plans and provide immediate access to crews in the field</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved operational performance</li> <li>• Improved responder and public safety</li> <li>• Improved incident management</li> <li>• Improved information availability</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 5	Address Fire and EMS Response Times
Objective 1	Improve HFD Response Times to Improve Operational Effectiveness
Lead(s)	Chief Cavallaro; Deputy Freeman
Funding	HIGH [Operating Budget, Capital Budget, Grants, Other, TBD]
Target Start Date	2024
Target Completion Date	2026
Purpose	Response times are a key indicator of the organization's effectiveness.
Action Plan	<ul style="list-style-type: none"> <li>• Link response time analysis with Standards of Cover</li> <li>• Utilize and leverage data to determine current response time gaps</li> <li>• Continue working to improve the response time issues in North Hanover</li> <li>• Investigate options for regionalization/mutual aid/automatic-aid</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Improved Fire and EMS Response Times</li> <li>• Data supported and driven decision-making</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 6	Data Collection and Deployment
Objective 1	Improve Statistical Analysis and Reporting
Lead(s)	Chief Officers
Funding	MEDIUM [Operating Budget, Capital Budget, Grants]
Target Start Date	2024
Target Completion Date	2026
Purpose	Gather, organize and translate reliable data into actionable insights
Action Plan	<ul style="list-style-type: none"> <li>• Maximize current CAD and RMS software</li> <li>• Investigate options for 3rd Party data analysis and assessment</li> <li>• Define metrics that drive the organization</li> <li>• Collect, analyze and report metrics</li> <li>• Review/Cleanse/Update Data Regularly</li> <li>• Link with Standards of Cover</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Create Performance Metrics and Benchmarks</li> <li>• Communicate Metrics</li> <li>• Data supported and driven decision-making</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 7	Address NFPA 1500 – Safety Committee
Objective 1	Meet NFPA 1500 Standards
Lead(s)	Captain Azizian; Firefighter Johnson
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2023/Ongoing
Purpose	Enhance the health, safety and wellbeing of Department members.
Action Plan	<ul style="list-style-type: none"> <li>• Reinvigorate Safety Committee</li> <li>• Review and meet applicable OSHA Standards</li> <li>• Develop systemic review process of all Injury and Accident Reports</li> <li>• Use review process to make changes where necessary</li> <li>• Prioritize cancer awareness, prevention and early detection</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Reduce injuries</li> <li>• Enhance firefighter health</li> <li>• Revise operational practices that unnecessarily increase risk of injury</li> <li>• Meet NFPA standards</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 8	Address NFPA 1561 – Incident Command
Objective 1	Implement standard incident management system for the organization
Lead(s)	Deputy Freeman; Deputy DeAcetis; Firefighter Johnson
Funding	MEDIUM/HIGH [Operating Budget, Capital Budget, Grants]
Target Start Date	2023
Target Completion Date	2025
Purpose	<p>Compliance with 29 CFR 1910.120(q)(3) “Procedures for handling emergency response” and HSPD-5 “Management of Domestic Incidents”</p> <p>The Incident Management System shall provide structure and coordination to the management of emergency incident operations to provide for the safety and health of responders and other persons involved. NFPA 1561 4.1</p>
Action Plan	<ul style="list-style-type: none"> <li>• Adopt National Incident Management System (NIMS) to manage all emergency incidents</li> <li>• Adapt the ICS to each emergency incident by leveraging its modular and scalable features</li> <li>• Regularly use, train and drill on the Incident Command System</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Achieve Department wide proficiency in use of the Incident Command System</li> <li>• Increased firefighter safety</li> <li>• Enhanced operational effectiveness</li> </ul>

# Operational Excellence

Strategic Initiative	Operational Excellence
Goal 9	Improve EMS Delivery System
Objective 1	Develop a standard and systemic approach to patient care delivery
Lead(s)	Captain Salvucci; Captain Marciello; Firefighter Pacella
Funding	LOW [Operating Budget]
Target Start Date	2023
Target Completion Date	2024
Purpose	To provide a standard and uniform approach to patient care delivery across crews.
Action Plan	<ul style="list-style-type: none"> <li>• Determine standard patient care delivery system</li> <li>• Identify Key Points of every patient interaction</li> <li>• Identify Standards/Policies/Protocols that must be met</li> <li>• Roll-Out to staff</li> </ul>
Desired Outcomes	<ul style="list-style-type: none"> <li>• Enhanced Patient Care</li> <li>• Improved QA/QI</li> </ul>