



ASSISTANT CHIEF

DEPUTY CHIEF
PHILIP LEBLANC

FIRE PREVENTION
BRIAN JOHNSON

CHIEF OF DEPARTMENT
EMERGENCY MANAGEMENT DIRECTOR
FRED HEINRICH (Acting)

BATTALION CHIEFS
JEREMY MAGUE
BRUCE HALLOWELL
JEFFREY ANDERSON
JONATHAN CAMIRE

Strategic Plan

Administration

Objective:

- Obtain International Accreditation from the Center for Public Safety Excellence
- Update the 2017 Emergency Operations Plan
- Update the December 2017 Public Protection Classification (Insurance Service Office)
- To reduce response times to emergencies
- To increase operational efficiencies within the administration division.

Strategies:

- Conduct a comprehensive review of existing Department Policies and Standard Operating Procedures.
- Apply for a NH HSEM Grant to pay for updating the Emergency Operations Plan
- Review historical data related to response times, calls by zone, and personnel turnout.
- Review time spent by command staff conducting routine business-related functions that can be more efficiently performed by a civil employee at a lower cost.
- To better use Command staff's time and expertise

Desired Outcomes:

- Increased safety for personnel by deploying enough resources to perform "Critical Tasks" on all Emergencies. Benchmark – 100% reduction in preventable injuries.
- Staffing levels to meet 2020 NFPA Standard for fire and emergency medical services delivery standards. Benchmark – 17 personnel on-scene at 90% of 2,000 sq/ft single family dwelling and 28 personnel on-scene at 90% for a garden apartment or strip mall.
- Reduction in the City's Insurance Services Organization Fire Rating from 4/4y.
- To create a business manager position.



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Strategic Plan

OPERATIONS

Training

Objective:

- Reinforce and build upon the department's EMS training program.
- Build a proper fire and rescue training program.
- Promote personal growth for every employee.

Strategies:

- Perform an analysis of the department's different levels of certification.
- Review all current training initiatives.
- Develop a comprehensive all hazards training program.
- Develop individual training plans for each employee.

Desired Outcomes:

- 100% continuity of training across all 4 Battalions.
- Increase the number of employees trained at the aerial operator level to 50%.
- Increase the number of employees trained in a FF3 level course to 100%
- Live fire training 2 times in a FY with 70% employee participation.

Operational Readiness

Objective:

- Ensure employees have modern and reliable PPE.
- Limit employees to 2nd hand PPEE exposure.
- Ensure all operational equipment meets modern standards and is properly maintained.
- Continue to maintain our vehicle fleet to minimize vehicle down times.

Strategies:

- Replace all member PPE with PFOA free PPE.
- Develop an electronic daily equipment check sheet that is in line with each vehicle's minimum load out requirements.
- Update the vehicle replacement plan to reflect the current needs of the fleet.
- Outfit employees with multipurpose rescue gear.



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Desired Outcomes:

- 100% replacement of all PPE with PFOA free PPE.
- Implement 4 tablets, 1 at each out station and 2 in headquarters for members to perform electronic check sheet recording.
- Build and order the next vehicle up for replacement.
- Put in service 2 new fire engines.
- Outfit 25% of employees with multipurpose gear.

Health and Wellness

Objective:

- Promote mental and physical wellness throughout our workforce.
- Provide resources for all employees to utilize for their mental and physical wellness.
- Reduce the likelihood of firefighter cancer and injury or illness through proactive screenings and education.

Strategies:

- Dedicate time in every shift for physical fitness.
- Increase the depts. CISM team to help recognize the signs and symptoms of PTSD.
- Develop a plan to integrate yearly employee meetings with a mental health clinician.
- Develop a plan for NFPA 1582 physicals for all employees yearly.
- In conjunction with the firefighter union, provide cancer screenings for all employees.

Desired Outcomes:

- Number of employees participating in physical fitness 80%
- Add 1 new employee to the dept. CISM team.
- 100% of employees have an NFPA 1582 physical.
- Provide an opportunity for any employee to receive a free cancer screening.



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Strategic Plan

Support Services

Communications

Objective:

- Improve dispatch times for emergency calls.
- Improve the process for outside vendors calling in for alarm testing.
- Implement new emergency dispatch run cards.

Strategies:

- Develop a comprehensive training plan for all TCO's
- Work with fire prevention to come up with a process for outside vendors calling in for fire alarm testing.
- Create a working group of dept members to review, remove and create new run cards.

Desired Outcomes:

- All emergencies are dispatched in 90 seconds or less.
- Outside fire alarm testing will be predictable as to not disrupt emergency operations.
- Dept run cards will be reduced by 2/3 creating a more streamlined dispatch process.

Community Education

Objective:

- Improve fire education for students in grades 6,7,8
- Implement fire and safety education for our senior citizen population.
- Increase pre planning for all commercial occupancies in town.

Strategies:

- Meet with Middle school administration to determine best way to deliver fire education.
- Develop a program for senior citizens geared toward their needs.
- Research and implement a user friendly and effective, pre plan software.

Desired Outcomes:

- Deliver fire education to the 6th grade class.
- Meet with all 55 and older community boards.
- Complete 1/3 of all pre plans for commercial occupancies in town.