FOXBOROUGH FIRE & RESCUE
2021 - 2026 STRATEGIC PLAN

Facilitated by

Center for Public Safety Excellence

This page was intentionally left blank.

Introduction

Foxborough Fire & Rescue (FFR) provides an all-hazards approach in protecting the lives and property of the residents, businesses, and visitors of Foxborough, Massachusetts. FFR is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to develop its organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

FOXBOROUGH FIRE & RESCUE | 2021 – 2026 STRATEGIC PLAN

Table of Contents

Organizational Background 1
Organizational Structure 2
Community-Driven Strategic Planning 3
Process and Acknowledgements 4
Community Group Findings 4
  Community Priorities 5
Department Stakeholder Group Findings 6
Mission 7
Values 8
Programs and Services 9
SWOT Analysis 10
Critical Issues and Service Gaps 10
Strategic Initiatives 11
Goals and Objectives 11
Vision 27
Performance Measurement 28
The Success of the Strategic Plan 29
Glossary of Terms, Acronyms, and Initialisms 30
Appendix 1 32
  Community Expectations 32
  Areas of Community Concern 34
  Positive Community Feedback 35
  Other Thoughts and Comments 37
Appendix 2 38
  Strengths 38
  Weaknesses 39
  Opportunities 40
  Threats 41
Appendix 3 42

Organizational Background

The Town of Foxborough in Norfolk County, Massachusetts, is located approximately 22 miles southwest of Boston. Named after Charles James Fox, a Whig member of Parliament and staunch supporter of the colonies leading up to the American Revolution. Foxborough was founded in 1704 and incorporated in 1778. The town was made up of small communities through the early 1900s. These included Foxvale/Paineburgh, which remained semi-independent until the early twentieth century; Quaker Hill in South Foxborough; and Lakeview/Donkeyville in West Foxborough. During that time, Foxborough was home to the largest straw hat factory until its fire in the early 20th century.

Today, the town of Foxborough boasts a growing population (16,865 per 2010 US Census; 19,339 per 2019 estimate) in its 20.9 square miles. The town government is managed by a five-member Board of Selectmen and a town manager. One of Foxborough's more unique features is as home to the New England Patriots – specifically, Gillette Stadium and the Patriot Place shopping plaza. In addition to various restaurants, clothing stores, and other retailers, Patriot Place is also the home of the Brigham Health and Brigham and Women's/Mass General Health Care Centers, offering healthcare for the region out of two state-of-the-art medical buildings spanning over 275,000 square feet.

The department's history dates to 1850, when the Foxborough Fire Company was formed and purchased its first apparatus, an 1851 Hunneman engine. In 1932, the Town of Foxborough officially authorized a fire department. Today, the ISO 1-rated department is comprised of 41 career personnel serving from the community's public safety complex. Core services provided include fire suppression, emergency medical service, providing advanced life support and transports, hazardous materials mitigation, technical rescue, emergency management, and a cadre of community risk reduction services, including fire prevention, fire investigations, and public education. The progressive department is a leader in the state, as the first fire agency in the state to pursue international accreditation.

Organizational Structure

Community-Driven Strategic Planning

For many successful organizations, the community's voice drives operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Michael Kelleher and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan began in December 2020 with a virtual meeting hosted by representatives from the CPSE for community members (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within Foxborough Fire & Rescue's coverage area and some who were recipients of FFR's service(s).

Foxborough Fire & Rescue Community Stakeholders				
Betsy Allo	Frank Barounis	George Bell	Woody Benisek-Beal	Bill Christiansen
Sue Collins	Marc Craig	Mark Ferencik	Ellen Garber	Fred Green
Heather Harding	Linda Hunter	Maggie Hurd	Dan Murphy	Larry Ooi
Joe Parr	Jeff Peterson	Julia Raymond	Brett Rodman	Lori Rudd
Bob Siteman	Nancy Stockwell	Beth Wierling		

Community Group Findings

A key element of Foxborough Fire & Rescue's organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized) and positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Foxborough Fire & Rescue needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	97
Technical Rescue	2	78
Fire Suppression	3	77
Emergency Management	4	74
Hazardous Materials Mitigation	5	64
Fire Prevention	6	62
Mobile Integrated Health – Community Paramedicine	7	46
Public Education	8	26
Fire Investigation	9	20

Note: 15 of the 17 participants completed the comparison questionnaire, totaling 540 responses.

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over three days in May 2021. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the department's mission, values, core programs, and support services. Additional focus was given to the organization's perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the department, as named and pictured below.

Foxborough Fire & Rescue Stakeholders				
Nancy Bach *Administrative Assistant*	Eoin Bohnert *Firefighter*	Auston Boyt *Firefighter*	Thomas Buckley *Assistant Chief*	
William Cavalieri *Firefighter*	Joseph Cuddihy *Firefighter*	Kathleen DiNatale *Office Manager*	Jason Galanti *Firefighter*	
William Greaves *Firefighter*	Adam Higgins *Lieutenant*	Michael Kelleher *Fire Chief*	Thomas Kenvin *Deputy Chief*	
Parker Merritt *Firefighter*	Sean Philbin *Firefighter*	Andrew Puntini *Captain*	Patrick Rockett *Firefighter*	Corey Shepardson *Firefighter*

Agency Stakeholders

Mission

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all department members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

Foxborough Fire & Rescue provides first-class, full-time, professional fire and emergency medical services to the town of Foxborough and surrounding communities. Our organization strives to deliver all-hazards prevention, response, and mitigation to support a healthy, growing, and diverse community to exceed the expectations of those served.

Department Stakeholders Work Session

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

The members of Foxborough Fire & Rescue are:

Prepared for Duty

Serving with Integrity

Responding with Compassion

Committed to Professional Excellence

Prepared for Duty- Means that our members will do everything possible to ensure that our organization is at an optimal state of readiness when called upon to respond to the diverse needs of our community. Our team will be properly trained, supported, and equipped for safe, immediate response and delivery of services.

Serving with Integrity- This relates to how we do business. We acknowledge that truth and trust are the foundations of relationship building and delivery. Our members will work hard every day to maintain the highest professional standards and to earn the public trust through their actions.

Responding with Compassion- Our organization is a people-oriented service organization focusing on helping those in need. Our members will provide the highest level of fire and emergency medical services with the utmost compassion and care to anyone in need.

Committed to Professional Excellence- Foxborough Fire & Rescue will provide its members with the means, skills, and education to provide outstanding professional services. Our organization will achieve this excellence through a proactive commitment to quality and innovation, respect for each individual, and a workplace that is free of harassment, discrimination, and retaliation.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up Foxborough Fire & Rescue to accomplish the goals, objectives, and day-to-day tasks.

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are internal and external programs and services that help the FFR deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, department stakeholders must understand that many local, state, and national services support its delivery of the identified core programs.

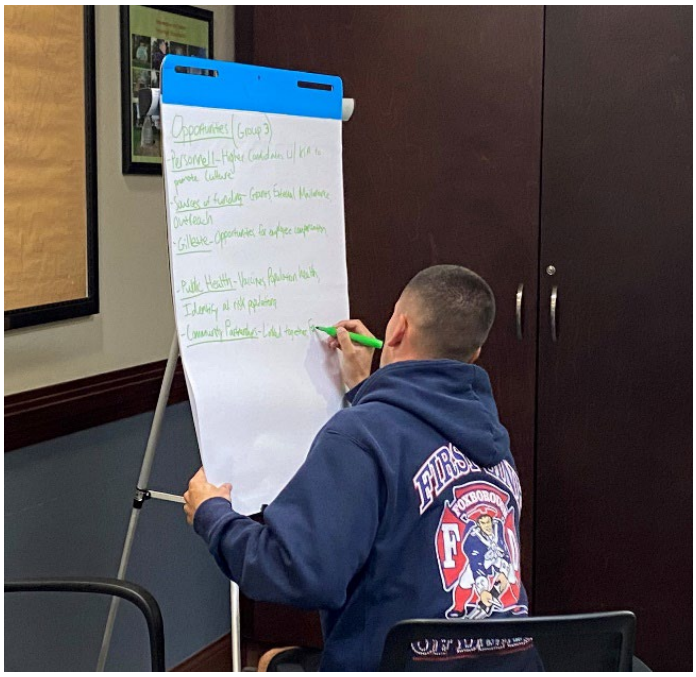
Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.

Department Stakeholders Work Session

SWOT Analysis

An organization candidly identifies its positive and negative attributes through a SWOT analysis (strengths, weaknesses, opportunities, and threats). The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize and those that pose a danger. Department stakeholders participated in this activity to record FFR's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.



Department Stakeholders Work Session

Critical Issues and Service Gaps

Following the department's SWOT identification and review, two groups of department stakeholders met separately to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Foxborough Fire & Rescue's Strategic Initiatives		
Succession Planning	Staffing	Training
Public Relations	Fire Prevention	Accreditation

Department Stakeholders Work Session

Goals and Objectives

To continuously achieve the mission of Foxborough Fire & Rescue, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community's concerns. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the FFR's leadership.

Goal 1	Establish a succession plan for Foxborough Fire & Rescue to continue an operational trajectory supporting growth due to attrition and /or expansion of services in the department.

Objective 1A	Evaluate all job descriptions and articles of the collective bargaining agreement to redefine and rewrite job descriptions as necessary in agreement of the union and administration.		
Timeframe	6 months	**Assigned to:**	A. Puntini
Critical Tasks	• Establish a committee of administration and Local 2252 bargaining representatives. • Collect existing job descriptions from department policy and the Collective Bargaining Agreement. • Compare documents and identify discrepancies. • Begin to redefine and rewrite job descriptions and invite department stakeholders into the writing process for necessary input. • Draft a preliminary document for review by department administration and union body. • Make necessary and mutually agreed upon changes to the finalized document.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $15,000		Consumable Costs: $0 Contract Services Costs: $0

Objective 1B	Develop paths for all job descriptions in the entirety that highlights required education and training for respective career positions.		
Timeframe	6 months	**Assigned to:**	A. Puntini/T. Buckley
Critical Tasks	• Establish necessary titles, positions, and career benchmarks. • Compare the above roles to similar departments. • Outline minimum requirements for titles, positions, and career benchmarks. • Outline suggested training, education, and strategies for respective roles. • Summarize benchmarks to achieve career objectives.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 1C	**Create a mentorship program with expected timelines, objectives, and requirements upheld by qualified members.**		
Timeframe	4 months	**Assigned to:**	T. Kenvin/P. Rockett
Critical Tasks	• Identify positions that will benefit from a mentor program. • Research other organizations for existing mentorship programs. • Define roles and requirements for respective mentor positions. • Identify qualified mentors from existing staff. • Establish timelines and objectives for mentor and mentee.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 1D	**Review effectiveness of each position with annual evaluations.**		
Timeframe	6 months/ongoing	**Assigned to:**	T. Buckley/M. Kelleher
Critical Tasks	• Review existing evaluation process. • Identify roles that require evaluations. • Modify and develop annual evaluation processes as needed. • Identify personnel performing evaluations. • Gather information from all available resources to conduct an evaluation. • Conduct and document an evaluation.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 1E	**Review the succession plan on a scheduled basis to evaluate effectiveness.**		
Timeframe	6 months/ongoing	**Assigned to:**	M. Kelleher/T. Buckley
Critical Tasks	• Determine a timeline to review the succession planning process. • Develop a process of analysis for the succession plan that includes collecting data to compare with established benchmarks. • Collect feedback from stakeholders. • Distribute to committee members for review. • Address identified areas that require modification based upon the completed review. • Create a report of findings and disseminate as required.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Goal 2	Develop a plan to appropriately staff Foxborough Fire & Rescue, justify current and future financing, and maintain a qualified future candidate pool.

Objective 2A	Collect data of current staffing levels to measure effectiveness.		
Timeframe	6 months	**Assigned to:**	A. Puntini/M. Kelleher/R. Verdone
Critical Tasks	• Develop a committee representative of all department processes. • Have the committee review the effectiveness of all staffing utilization. • Collect data of operational demands related to current staffing utilization by the committee.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 2B	Analyze data to determine needs and benchmarks for all functions of the department.		
Timeframe	6 months	**Assigned to:**	M. Kelleher/A. Puntini
Critical Tasks	• Have the staffing committee create a report from data collected in Objective 2A. • Identify areas of service that staffing needs to be addressed. • Set function and performance benchmarks based on the collected information.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 2C	Conduct a study by the staffing committee to determine appropriate staffing levels.		
Timeframe	6 months	**Assigned to:**	M. Kelleher
Critical Tasks	• Determine appropriate staffing levels for all department functions. • Identify areas in need of staffing adjustments. • Prioritize results of the study for operational demands in the entirety of the department. • Organize findings in a report for appropriate dissemination.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 2D	**Secure funding based on the need of prioritization determination.**		
Timeframe	Ongoing	**Assigned to:**	M. Kelleher
Critical Tasks	• Perform a cost analysis to fulfill operational demands in the entirety of the department. • Research funding opportunities to support the cost analysis. • Organize budget requests in a report for appropriate dissemination.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 2E	**Establish a mechanism to maintain a qualified candidate pool for hiring and allocating personnel.**		
Timeframe	2 months	**Assigned to:**	M. Kelleher/T. Buckley/T. Kenvin
Critical Tasks	• Identify department needs related to demand timelines. • Determine candidate qualifications for recognized needs. • Develop a screening tool for recognizing qualified candidates. • Submit a policy recommendation to formalize the established mechanism to the appropriate department levels. • Once approved, use the mechanism to build an initial candidate pool. • Once the candidate pool has been utilized, continually evaluate for hiring and allocating personnel.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 2F	**Evaluate the effectiveness of the staffing plan.**		
Timeframe	Annually	**Assigned to:**	M. Kelleher/A. Puntini
Critical Tasks	• Reanalyze the effectiveness of staffing. • Compare current results to past analysis. • Modify elements of the staffing plan to correct identified operational needs of the department.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Goal 3	Enhance training to optimize consistency and service delivery.

Objective 3A	Complete an assessment of the current curriculum and conduct proficiency evaluations of all members to identify areas needing improvement.		
Timeframe	12 months	**Assigned to:**	A. Puntini/T. Buckley
Critical Tasks	• Compile training records, curriculum materials, and inventory training props. • Complete a written report documenting the current state of the training program. • Review past proficiency models and modify as necessary. • Conduct proficiency evaluations of all members using an updated model to establish a baseline of program effectiveness. • Complete a report of finding related to assessment and evaluations.		
Funding Estimate	Capital Costs: $2,500 Personnel Costs: $0		Consumable Costs: $1,000 Contract Services Costs: $0

Objective 3B	Enhance current curriculum to address shortcomings identified in previously completed assessments and evaluations.		
Timeframe	6 months	**Assigned to:**	A. Puntini/P. Rockett
Critical Tasks	• Develop a working group to evaluate report findings of the evaluation assessment. • Identify shortcomings in curriculum, training materials, and proficiency. • Enhance and standardize curriculum to address identified shortcomings. • Develop and implement means to procure training materials and props needed to enhance the program.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 3C	Create and implement new programs to align updated curriculum with national standards and best practices.		
Timeframe	12 months	**Assigned to:**	T. Kenvin/A. Puntini
Critical Tasks	• Gather and consider department member input on needed programs. • Determine applicable national standards and best practices that apply to our organization. • Measure updated curriculum against national standards and member input to cultivate needed programs. • Develop and implement identified programs.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 3D	**Establish specific benchmarks for position-based credentialing driven by nationally recognized industry standards.**		
Timeframe	6 months	**Assigned to:**	A. Puntini/P. Rockett/M. Kelleher
Critical Tasks	• Review national standards and identify all applicable areas of credentialing pertaining to our department operations. • Determine eligibility and applicability for credentialing. • Create and implement minimum competencies specific to the position.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 3E	**Develop a research and development team to continually explore and recommend implementing new and emerging trends in fire and EMS.**		
Timeframe	6 months	**Assigned to:**	A. Puntini/T. Kenvin/B. Foley/C. Sweeney
Critical Tasks	• Engage interested members and assemble a team. • Develop team mission to maintain awareness and recommend implementation of cutting edge techniques, technology, and trends. • Generate policies that guide the team's roles and responsibilities. • Direct team to continuously monitor and recommend implementation of applicable department process.		
Funding Estimate	Capital Costs: $5,000 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 3F	**Design an evaluative process to measure the improvement and effectiveness of the department's training program.**		
Timeframe	18 months	**Assigned to:**	M. Kelleher
Critical Tasks	• Determine what quantifiable data we can collect to evaluate training effectiveness. • Gather all available data and records. • Repeat member efficiency evaluations using previously updated methods. • Extrapolate gathered data and evaluations and create training program condition report. • Measure current training program effectiveness against previous assessment. • Make modifications to the training program based on the results of the comparison.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Goal 4	**Enhance the department's visibility, relationship with the community, and the community's understanding of the department's operations through education and community events to improve the overall health and wellness of the community.**

Objective 4A	**Gather and analyze all available information on the department's previous interactions with the community, including, but not limited to, participation in events, education delivery, and outreach programs.**		
Timeframe	6 months	**Assigned to:**	J. Cuddihy/S. Philbin/D. Laracy
Critical Tasks	• Identify all existing and previous public relations activities engaged in by the department. • Conduct community surveys to evaluate the success and gaps of previous public relations programs. • Evaluate the information gathered in the surveys to determine which aspects of past programs need adjustment or should be discontinued altogether. • Include community stakeholders in the decision-making process regarding previous public outreach programs. • Determine which existing and past programs should be included in the new comprehensive public relations curriculum.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $500 Contract Services Costs: $500

Objective 4B	**Identify department members and community stakeholders to undertake the various public education endeavors developed in the engagement curriculum.**		
Timeframe	6 months	**Assigned to:**	T. Buckley/D. Laracy/S. Philbin/J. Cuddihy
Critical Tasks	• Inform department members of the development of a new public relations program. • Gauge interest from department members. • Set delivery expectations for members of the new program. • Reach out to community stakeholders (faith-based groups, business groups, at-risk populations) to determine interest in program participation. • Delegate program delivery roles to team members.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 4C	**Develop and implement a comprehensive public relations curriculum to engage the community fostering a sense of partnership.**		
Timeframe	6 months	**Assigned to:**	T. Buckley/D. Laracy/S. Philbin/J. Cuddihy
Critical Tasks	• Schedule meetings with the newly developed public relations team to complete and evaluate internal data and industry best practices. • Determine cost analysis for the program. • Determine which methods of delivery will be used (social media, newsletters, in-person, community events). • Develop a schedule of events for public relations projects. • Assign team members to carry out each specific public relations project. • Submit the parameters of the program to fire administration for approval. • Implement the public relations program.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 4D	**Secure funding for the public relations program and training opportunities for department members and community stakeholders who will be delivering the program to ensure the program's sustained success.**		
Timeframe	Annual Recurring Process	**Assigned to:**	M. Kelleher
Critical Tasks	• Research available programs, grants, or investment opportunities. • Establish grant writing roles between team members. • Apply for selected grants. • Approach regional partners in a cost-sharing approach. • Identify areas of necessary training for team members. • Deliver training to team members.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $1000		Consumable Costs: $500 Contract Services Costs: $0

Objective 4E	**Deliver various public relations programs, including but not limited to in-person activities and online delivery methods, with an overall intention of improving the public's understanding of organizational objectives and promoting community health and wellness.**		
Timeframe	Ongoing	**Assigned to:**	D. Laracy/S. Philbin
Critical Tasks	• Set up communication and events with various partners of the public relations program (schools, senior center, etc.). • Distribute a calendar of events. • Maintain an active presence on social media, including daily updates of various training, responses, public service announcements, and daily activities. • Utilize alternative means of communication (common signboards, senior newsletters, and newspapers). • Hold community events, such as open houses and barbeques.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $1,000		Consumable Costs: $500 Contract Services Costs: $0

Objective 4F	**Create an evaluation process to evaluate the successes and shortcomings of the overall public relations program using available data and feedback as a method of continuous program improvement.**		
Timeframe	Ongoing	**Assigned to:**	T. Buckley
Critical Tasks	• Identify data points (social media analytics, traffic surveys, attendance, and registration). • Collect pertinent data at the end of each event and evaluate social media data monthly. • Establish performance benchmarks for all programs offered. • Compare collected data against established benchmarks to find possible gaps in the system. • Determine gaps and create a plan to improve flawed areas.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Goal 5	Enhance the capabilities of the existing Fire Prevention Division to improve the safety of the community.

Objective 5A	Identify current capabilities and capacities of the existing fire prevention program.		
Timeframe	3 months	**Assigned to:**	M. Kelleher/T. Buckley/D. Laracy
Critical Tasks	• Identify all existing and previous fire prevention activities engaged in by the department. • Interview current fire prevention officer. • Research all required fire prevention tasks set forth by the Commonwealth of Massachusetts. • Gather pertinent records from the records management system software. • Create a document entailing all current capacities and capabilities of the Fire Prevention Division.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 5B	Analyze and compare existing fire prevention systems against surrounding communities.		
Timeframe	6 months	**Assigned to:**	M. Kelleher/T. Buckley/D. Laracy
Critical Tasks	• Develop lists of comparable communities to Foxborough and analyze fire prevention systems. • Interview departments to identify a list of individual fire prevention programs. • Compare FFR fire prevention services/programs to external programs previously analyzed. • Create a document entailing all current capacities and capabilities of the current system.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 5C	Using the analysis findings, develop modifications to properly align the Fire Prevention Division with best current practices if warranted.		
Timeframe	3-6 months	**Assigned to:**	M. Kelleher/T. Buckley/D. Laracy
Critical Tasks	• Create future goals or alternatives for the updated fire prevention division. • Identify staffing needs to meet stated goals. • Create an updated plan of fire prevention services based on findings.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 5D	**Analyze existing funding sources and research possible revenue streams.**		
Timeframe	12 months	**Assigned to:**	M. Kelleher/T. Buckley
Critical Tasks	• Speak with the fire chief and finance director to determine existing funding sources. • Based upon the result of the interview, present updated projections of the anticipated financial needs of the Fire Prevention Division. • Explore alternative revenue streams. • Create a prioritized budget proposal and present this proposal to the various individuals involved in the budgetary process.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 5E	**Implement proposed changes to the structure and staffing of the Fire Prevention Division.**		
Timeframe	12-24 months	**Assigned to:**	M. Kelleher/T. Buckley/D. Laracy
Critical Tasks	• Based upon the budget proposal, create a new plan for fire prevention services. • Post potential job positions, interview candidates, and appoint new member(s). • Properly onboard and e-train new members of the division. • Delegate roles and tasks to members within the division.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 5F	**Create an evaluation process to evaluate the successes and shortcomings of the updated fire prevention division to continuously improve the program.**		
Timeframe	Ongoing	**Assigned to:**	T. Buckley/D. Laracy
Critical Tasks	• Identify analytical data to be used to evaluate the updated Fire Prevention Division. • Evaluate the efficiency of the updated division. • Establish performance benchmarks. • Compare collected data against established benchmarks to identify successes and shortcomings. • After determining shortcomings, create a plan to improve and eliminate gaps. • Continuously evaluate updated system to maintain proficiency.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Goal 6	Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence.

Objective 6A	Form team or committee structures with management components as needed to pursue and maintain accreditation.		
Timeframe	30 days	**Assigned to:**	T. Buckley/M. Kelleher
Critical Tasks	• Identify the needed team or committee structure(s) for the various components of the accreditation process. • Create the management oversight positions to lead the teams or committees, as well as the process overall. • Establish team or committee member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams or committees. • Develop and complete the workgroup selection process. • Provide the needed educational components through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. • Provide guidance to the established team or committee to construct a work plan and associated procedures to manage the accreditation process.		
Funding Estimate	Capital Costs: $5,000 Personnel Costs: $0		Consumable Costs: $500 Contract Services Costs: $0

Objective 6B	Develop a community-driven strategic plan.		
Timeframe	3 months and on-going	**Assigned to:**	Accreditation Team
Critical Tasks	• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the department or agency. • Provide agency stakeholder work sessions to evaluate (and update if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities, and threats. • Identify any critical issues and service gaps that exist. Determine specific strategic initiatives around the uncovered gaps. • Develop goals, objectives, critical tasks, and appropriate timelines to include levels of measurability to achieve improvement over five years. • Create a department or agency vision statement from the developed strategic plan. • Publish and distribute the formal strategic plan to stakeholders, including the authority having jurisdiction as determined by the organization.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $7,500

Objective 6C	Implement the community-driven strategic plan.		
Timeframe	3 months, on-going	**Assigned to:**	Accreditation Team
Critical Tasks	• Create a strategic planning subcommittee to review the draft strategic plan. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the draft mission, vision, and values; finalize internal strengths and weaknesses, external opportunities, and threats; establish critical issues and service gaps. • Evaluate goals and objectives within the draft plan and further define objectives and critical tasks as needed to ensure clarity with each goal. • Determine a work plan for the accomplishment of each goal and implement the plan. • Continuously evaluate and revise the objectives and tasking as implementation occurs within the plan. • Report annual plan progress to community and agency stakeholders.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 6D	Conduct a comprehensive community hazards and risk assessment and document findings for the development of standards of cover.		
Timeframe	6 – 9 months	**Assigned to:**	Accreditation Team
Critical Tasks	• Gather and consider geophysical characteristics data of the jurisdictional responsibilities. • Gather and evaluate population, population demographics, area economics, and socioeconomic data of the jurisdiction. • Gather and consider physical asset development, service, and transportation infrastructure types in the jurisdiction. • Describe the department's programs, services, core deliverables, human and physical resources to establish baseline information. • Determine an appropriate methodology for dividing the area of responsibility into geographical planning zones. • Build a methodology that identifies, assesses, classifies, and categorizes risk in the jurisdiction's response areas. • Document the information collected and the results of the applied methodologies in the risk assessment process.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Objective 6E	**Develop standards of coverage based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document.**		
Timeframe	3 - 6 months	**Assigned to:**	Accreditation Team
Critical Tasks	• Evaluate historical jurisdictional emergency response performance and coverage to produce baseline data. • Establish benchmark and baseline emergency response service level and performance objectives. • Develop methodologies and policies for qualifying and validating data sets. • Conduct a gap analysis of performance across classes, categories of risk in each of the established planning zones to illuminate opportunities for improvement. • Build a compliance methodology for monitoring, evaluating, and reporting the performance of the delivery system. • Utilize the overall system performance data to create short- and long-term plans for maintaining and improving the system's response capabilities. • Combine and publish the community risk assessment and standards of cover study information, performance data, established objectives, and gap analysis results and • Maintain and annually update the community risk assessment-standards of cover document. • Present the CRASOC study results as updated annually to the authority having jurisdiction to provide transparency, build consensus, and align expectations.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $500 Contract Services Costs: $0

Objective 6F	**Achieve agency accreditation by the CFAI.**		
Timeframe	4 months	**Assigned to:**	T. Buckley/M. Kelleher
Critical Tasks	• Apply for "Candidate Agency" status with the CFAI. • Prepare for CFAI peer assessment team visit. • Upload the strategic plan, community risk assessment-standards of cover, and self-assessment documentation for review and comment by the CFAI peer assessment team. • Host the CFAI peer assessment team site visit for accreditation review. • Receive the CFAI peer assessment team recommendation to CFAI for Accredited status. • Review the peer assessment team's recommendations to determine applicability to agency processes or systems to determine the scope of the annual compliance report process. • Receive vote during the CFAI hearings in favor of accredited status.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $1,000

Objective 6G	**Maintain accreditation with the CFAI.**		
Timeframe	Ongoing	**Assigned to:**	T. Buckley/A. Puntini
Critical Tasks	• Continue to collect and evaluate all relevant data to determine continuous improvement opportunities. • Submit initial required annual compliance reports. • Attend CFAI "Dayroom Discussion" web meetings for continued education. • Participate in the accreditation process by providing "peer assessors" for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit annual compliance reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle.		
Funding Estimate	Capital Costs: $0 Personnel Costs: $0		Consumable Costs: $0 Contract Services Costs: $0

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather to confirm the futurity of the work that the department stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

> **"Vision is knowing who you are, where you're going, and what will guide your journey."**
>
> Ken Blanchard

Foxborough Fire & Rescue's 2026 vision is to be known as a progressive department striving for continuous improvement and recognized as the first fire department in Massachusetts with an international accreditation designation.

Comprehensive public relations, including enhanced communication practices and contemporary public education, will be the foundation of our strong community relationships. As a forward-thinking department, we will employ proactive risk prevention practices designed to prioritize the safety of our community.

Recognizing that our personnel are our greatest resource, we will make every effort to develop, support, mentor, and prepare our members to excel. We shall achieve this through appropriate staffing models, modern-day training, applicable professional development, and effective succession planning. Our department will welcome new innovative members with expertise and demonstrative values of integrity and compassion.

We will always seek professional excellence as an initiative-focused department while holding each other accountable for delivering our mission, living our values, and making this vision a reality.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government
David Osborn and Ted Gaebler

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated into the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs –** Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and organization members during the development stage of the planning process. To assist in developing this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and related objectives but on support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CFAI	Commission on Fire Accreditation International
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process, or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFPA	National Fire Protection Association
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Stakeholder	Any person, group, or organization that can place a claim on or that influences the organization's resources or outputs, is affected by outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.

Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Foxborough Fire & Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of Foxborough Fire & Rescue (in priority order)

1. Prompt and professional emergency medical and fire response. Reasonable response times. Prompt response time. Timeliness. Timely response to resident or business call for help. Provide fast response times to incidents. Promptness. (31)
2. Appropriate training for all personnel. Properly trained professionals. Well-trained / knowledgeable. Knowledge of how a person with a disability may react, hiding. Training. Prioritization on providing necessary training and supplies to FD employees so they have all the necessary tools and resources to perform their jobs. Knowledge. (22)
3. EMS Support. Emergency Medical Services. Ambulance response. Provide emergency medical service. (20)
4. Provide fire suppression. Fire suppression. Emergency fire services. Fire response. (16)
5. Support for promoting resident safety and health. Provide education. Assistance with training if needed. Provide technical design and code review during the design and construction of various construction and development projects. (14)
6. Collaboration between agencies. Maintaining strong business relationships with partners. Maintain a flexible and cooperative approach with other town agencies when setting community-wide priorities. (13)
7. A resource of information. The ability to be able to reach a live person on the phone. Providing community awareness of fire safety programs. (12)

8. Continue to be a leader in all aspects of fire, medical, and emergency management. Operate a fire & rescue agency within the context of goals and objectives that reflect community norms and acceptable levels of risk tolerance, rather than internal or institutional expectations. (10)
9. Efficient. Continuous improvement plans to meet or exceed timely responses. (8)
10. To save lives. Continue to protect and serve within the parameters of a professional fire & rescue service. (6)
11. Professional. Professionalism. Focus on professionalism and the importance of representing our community. (6)
12. Solid employee succession plans. Maintaining an adequate number of skilled team members to ensure timely response to all community needs. (6)
13. Attempt to keep cost of services down. Fiscal responsibility. Ensure that taxpayers and other stakeholders receive a fair return on investment. (5)
14. Empathy for persons with disabilities. (5)
15. Safety. (5)
16. Department of Health license requirements of quarterly inspections. (4)
17. Equipment that is functional and well maintained. Ability to implement the best equipment and technology available to ensure the safety of our community and the fire department staff. (4)
18. Be a technical resource. Staff who have local knowledge. (4)
19. Provide manpower to help maintain safe work environments during construction projects (fire watch, etc.). (4)
20. Department of Public Health license requirement of one annual staff training provided by fire department. (3)
21. Approach children with a calm demeanor, especially autistic children. (3)
22. Nurture and celebrate both personal and cultural ties to fire service traditions embedded within Foxborough Fire Department history. (3)
23. Staffing plan for diversity and inclusion. (2)
24. Disaster support. (1)
25. Good members of the community. (1)
26. Maintaining state-of-the-art technology with fire services. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about Foxborough Fire & Rescue (verbatim, in priority order)

1. Maintaining adequate staffing levels. Inadequate resources to respond to multiple emergencies. Maintaining staffing levels. I want the fire department to have the proper equipment and manpower to deal with any incident they may face. Are you maintaining the necessary staffing needed to support the community? Staffing. (27)
2. Town's ability to fund those levels. Overtime costs. Over-funded. Pressure to fund department in the "Defund Police" environment. Money for programs. Being able to reorient the agency in the event of economic reversals or a downturn in grant funding. (20)
3. Safety of equipment. Appropriate equipment. Do you have the necessary supplies, equipment, and training resources you need? (11)
4. Familiarity of property and building during a disaster. I want the fire department to have good working knowledge of fire alarm and fire suppression systems. (10)
5. Ambulance response since moving fire station further away from the center of town. Closing of Norwood Hospital -- has there been an impact to our community and fire department's response/travel for medical emergencies? (10)
6. Annual in-service for staff. Children may be hiding, have training. (9)
7. Maintaining fleet. Maintenance. (8)
8. Continuing to pursue plans for a satellite firehouse. That they will attempt to open a substation. (7)
9. Do they have enough information from us to complete their job? (5)

10. Nimble. (5)
11. Resisting the urge to pursue growth for growth's sake. (5)
12. What can we provide them to better understand our needs and expectations? (4)
13. Creative approach. (4)
14. Communicating with non-verbal people, deaf, autistic. (4)
15. Transparent management of staff reward and discipline processes. (4)
16. Fire response also since moving. (4)
17. Being able to respond to rapid changes in medical reimbursement formulas. (4)
18. Their safety. (3)
19. Is Smart 911 still being promoted? (3)
20. Keeping pace with technology standards. (3)
21. Maintaining strong reputation. (3)
22. Unified with police. (2)
23. Cooperative. (1)
24. Competing for qualified recruits in the future. (1)

Positive Community Feedback

The CPSE promotes the belief that the community's view on the organization's strengths must be established for a strategic plan to be valid. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some identified weaknesses.

Positive Community Comments about Foxborough Fire & Rescue (verbatim, in no particular order)

- Professionalism of staff is exceptional.
- Response time is excellent.
- Quality of service provided is exceptional.
- Grateful for the professionalism of the fire department.
- Response to Department of Health requirements when requested.
- Professionalism of the members.
- Courteous attitudes toward the public.
- Accessibility.
- Very responsive when questions arise.

- Available for inspectional services and site visits within a reasonable amount of time for construction service needs.
- Highly trained staff.
- Professionalism.
- Always available.
- Reliable.
- Important resource of information.
- Well trained.
- Very professional.
- Involved in the community.
- Always willing to step up and help.
- Overall nice caring individuals with common sense.
- Presents professionally.
- Chain of command.
- Fire personnel have attended Commission on Disability meetings.
- Requested shake alarms for deaf/hard of hearing.
- Requested autistic bags to calm those with autism/mental challenges.
- Professionalism when responding to medical emergency.
- All fire personnel have medical training.
- Tremendous service oriented.
- Provides many fire services.
- Great business partnerships with community.
- Medical services are superior.
- Professional executive leadership within the department.
- Highly regarded professionals.
- Strong reputation in the community.
- Outstanding facility and equipment maintenance.
- Professionalism of people.
- Up to date equipment.
- Willingness to keep improving.
- Friendliness of personnel.
- Foxborough Fire Department always keeps safety as their first priority.

- Foxborough Fire Department is willing to work with us and other town departments to provide technical feedback and support during the design and construction of projects.
- Foxborough Fire Department staff communicate well.
- Interactions have always been pleasant; teams always are knowledgeable and helpful.
- Have been a wonderfully supportive partner to our local business!
- Pleasant to deal with.
- Good response time.
- Equipment.
- Great communication.
- They keep us informed of issues when they arise.
- Keep us informed of needed updating.

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about Foxborough Fire & Rescue (verbatim, in no particular order)

- Thank you for allowing the opportunity for feedback.
- We have a great working partnership, and the department has always had our best interests in mind.
- Allowing community feedback and transparency shown in this meeting demonstrates professionalism.
- Being the first in Massachusetts to be certified is a worthy endeavor.
- Increase community outreach and presence.
- Youth programs and education; possibly partner with Recreation Department to delivery.
- Would it make sense to station the ambulance closer to the center of town?
- What procedures are in place to cover the town during a stadium event?
- Is there a way to check that home fire extinguishers are in working condition?
- Approachability and sincerity are greatly appreciated.
- Believe that existing training helps ensure a high degree of operational readiness.
- Core programs probably should be reevaluated periodically.
- Willingness to promote from within is well received by the community.

Appendix 2

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization's primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Foxborough Fire & Rescue	
Operational readiness- clear response matrix	On-shift training- assigned off NFPA 1001
Documentation/RMS- buy-in	Finance- well supported/ambulance receipts
Maintenance Division- revenue, meets/exceeds standards, cost savings	Establish an apparatus replacement cycle
	Public health RN- ties EMS/public health together
Department structure- fire prevention/EMS/administration	Health wellness-establish department program/expectations
Professionalism/compassion/empathy- EMS surveys, town feedback	High standard of conduct is seen by on-duty members and new hires
Community outreach- public education/explorers	Autism awareness- Safety Net System maintained, monitored, and updated
Youth- young progressive department	
Well established policy and procedure- Lexipol	Fire prevention
Grant writing skills	Experienced senior members
Presentation of department records/history	Political relations with the governing body
Collaboration of union with administration	Running three ambulances with eight members daily
Modern facility and current modern fleet of vehicles	Technical ability of members, membership embraces iPhone apps and apparatus dispatch technology
Taking on challenges, i.e., Health Department	
Creation and embracing regional dispatch	
Nimble/adaptive workforce (adapts to change seamlessly)	Planning and beginning development of expansion to second station
Supportive environment- professional development, internal advancement	Accountability/recognition- understood expectations, reward, punish when appropriate
Pursue and secure alternate forms of funding (grants, outside revenue)	Department culture- attractive, proactive, innovative (willing to try new things in all areas)
Rank and file empowered to evaluate and choose equipment used by department	Easier recruitment due to the desirable/ progressive work environment that we have

Weaknesses

For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The department stakeholders identified the following items as weaknesses:

Weaknesses of Foxborough Fire & Rescue	
Formal hiring process (needs consistency)	Isolated segments of department/middle management not aligned with current department culture and vision
Lack of diversity (cultural)	
Understaffed fire prevention	
Training- off duty/consistency across shifts	Limited succession planning
Age and experience level of members	Inconsistency with recruitment
Single station with increased S. Foxboro response times	Two-member engine staffing and ladder staffing
Apparatus maintenance performed by on-duty personnel	Mentor program- efforts being made, but lack of a formal, comprehensive program
Responding to more calls with less staff compared to like communities	Limited growth ability referring to the building itself being outgrown regarding space
Informal communication with the union/ department, social media, department promotion	Generational differences and understanding of Generation X, Millennials, etc.

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Foxborough Fire & Rescue	
Personnel- hire candidates with knowledge, skills, and abilities to promote culture	Public health- vaccines, population health, identify at-risk populations
Gillette Stadium can bring opportunities for employee details, partnerships, and collaboration with multiple agencies	Community partnerships- linked together, food pantry, social services, senior safety initiative, hearing impaired, public education
Sources of funding- grants, external maintenance, outreach	Broaden the opportunity to capitalize on high profile/media/VIP traffic that tends to occur in our community
Regionalization- maintenance, operations, communications	
Expand on grants to enhance resource management	
More collaboration with Brigham & Women's Group	Build on previous successes with projects (waivers, pilots, initiatives, etc.)
Opportunity for expansion and exposure with medical providers, such as private EMS, Gillette/Brigham, and Women's/Sturdy Memorial	Community paramedicine- home response care, implement increased members
Substation- decrease response times	Expand EMS critical care transfers
Lobby legislators for grant opportunities	Formalize the provision of services with internal and external organizations
Norwood Hospital rebuild input	
Expanding relationships with more area chiefs / departments	Build upon relationships with other town departments, i.e., recreation

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to Foxborough Fire & Rescue	
Infrastructure vulnerability- cloud base, aging technology	Construction processes- code violations, cost-effective building operations
Increase in transport to Norwood Hospital that creates a threat to reliability	Understanding the loss of state or outside funding that may not be available in the future
Economic- recession/loss of operational funding	Life safety- highway calls, emergency response, public
Policy reform- shifting dynamics of healthcare	Terrorism- foreign and domestic, stadium, schools
Political- local, town manager, and selectman	Environmental- storms/natural disaster
Public health crisis- personnel loss due to illness, operational, inhibition, supply issues	Public interpretation of conduct as portrayed on social media
State and federal- loss of grants and support	Route 1 development - Same staffing with potential increase call volume / "what do we have that they want"
Increase in call volume at current staffing	
Anti-public safety sentiment- demonstrations, civil unrest, rushed policy changes due to polarized climate	Economic downturn that caused a recession- via public health crisis or other fast-developing national/global issue
Recruitment and retention- qualified pool in the environment/lack of interest in the career	Economic activity via a loss of local tax base or revenue (loss of stadium)
PPE shortages - supply changes	Policy direction based on political changes in town government or a change in opinion of fire department
Cyber threats	
Mutual aid agencies draining our resources	

Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
Succession Planning	Succession ○ Retirements ○ Experience ○ Education ○ Training ○ Mentoring ○ Recruitment/Retention ○ Professional development	Succession Plan ○ Limited qualified candidates ○ No mentorship plan ○ No opportunity to explore management ○ Attrition

Initiative Link	Group 1	Group 2
Staffing	Staffing ○ Funding ○ Department structure ○ Justification of need ○ Injuries/leave ○ Historically conservative community ○ Community education/marketing	Staffing ○ Funding ○ Buy-in ○ Limited applicant pool ○ Increased need ○ Supporting need ○ Attrition

Initiative Link	Group 1	Group 2
Training	N/A	Training ○ "Buy-in" ○ Funding ○ Lack of consistency ○ Props ○ Time ○ Leadership ○ Staffing

Initiative Link	Group 1	Group 2
Public Relations	Public Education ○ Educating the public on services provided ○ Expand outreach to the schools ○ Expand outreach to seniors ○ Clearly communicate the roles and needs of a modern fire department to the public	Public Relations ○ Social Media ○ Public expectations for information ○ Media spotlight ○ Dead end communication ○ Silo hierarchy ○ Public view

Initiative Link	Group 1	Group 2
Fire Prevention	Fire Prevention ○ Specialized training ○ Staffing ○ Recruitment ○ Funding ○ Complex codes ○ Better understanding ○ "Buy-in"	N/A

The following information is the raw data comprised from the deliberation of the two workgroups. The information is not linked directly to a strategic initiative but remains important. The department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2
Community Risk Assessment - Standards of Cover	Effective Response Force ○ Staffing ○ Travel times ○ Response times ○ Deployment of resources ○ Second station ○ Funding ○ Maintenance/apparatus	Station 2 ○ Funding sources ○ Political "buy-in" ○ Design ○ Feasibility study ○ Staffing ○ Apparatus

2021 - 2026 STRATEGIC PLAN